EVOLUTION LUXUR'

PAST, PRESENT, FUTURE

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INTRODUCTION



"Our understanding of time has a lot to do with the evolution of luxury. For most high-level customers it is not only about the design of an object, it is about what they want to do, and how they want to spend their time." Robin Page, VP Interior Design, Volvo cars

ABOUT THIS REPORT

"By understanding the current state of luxury ...we were able to frame the core influencers."

Luxury has multiple facets and values to consider, which differ greatly across geographies. Constantly evolving, it is challenging to assess, let alone map all the trends impacting it. However, luxury products and experiences are a major influence – impacting the whole consumer landscape – and in this report we have explored a farand-wide domain, using a robust, multidimensional framework, to analyze the building blocks shaping tomorrow's diverse premium domain.

A GLOBAL EXPEDITION

Extensive research is the first step to grasp the full magnitude of any sector. By uncovering the current state of luxury across sectors and cultures, we were able to frame its core influencers. Together with our network of researchers and experts, we embarked on a global expedition – from Latin America, the US and Asia to the Gulf region, Europe and Scandinavia – to assess premium offerings and current luxury mindsets.

EVOLUTION OF LUXURY

To better understand the affluent consumer and marketplace in a past, present and future context, our research team set out by mapping The Evolution of Luxury. To accomplish this we used our step-by-step process, grounded in our Trend Management Toolkit, mapping current challenges and opportunities influencing how luxury will evolve and be delivered in the future.

USING THIS REPORT

This report is designed as a practical guide to the future of luxury – a resource to fuel debate, ideas and innovation. While the research phase has been robust, the report is synthesized into an accessible future-

focused compendium, something to return to again and again to inspire fresh thinking in strategy, design and communication.

TOMORROW'S PEOPLE

The distillation of our research resulted in 8 significant macro trends and 4 personas that convert complex facts and knowledge into an extrapolation of the preferences and lifestyle behavior of tomorrow's luxury consumers. There is not one but several possible futures, which is why we narrated 4 distinct scenarios that challenge assumptions and conventional thinking while remaining within the realms of the possible.

FUTURE NAVIGATOR

This report is a Trend Compass that serves as an essential tool for navigating the new luxury landscape; it is filled with links to insights, cases and visuals that inform and validate our global trend research on evolving consumer patterns. A navigation tool rather than a rulebook, it enables orientation of tomorrow's luxury terrain by providing information as well as fresh inspiration.

CONNECTING THE DOTS

The use of scenarios – which embody our research and are underpinned with cases and expert interviews – has enabled us to fuse past and current patterns with trajectories (future strategies and visions). Scenarios are not predictions, but a tool for projecting what may happen. As such, they give us a clearer vision of future evolution of the luxury market.

THANK YOU, VOLVO CARS!

To provide input into their ongoing brand transformation, Volvo Cars commissioned Kjaer Global to produce and publish this independent report — questioning luxury as we know it, and exploring what luxury will look like in the future. Volvo Cars will use the findings to further refine their brand, products and service offerings.

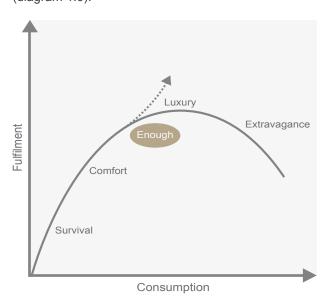


THE EVOLUTION OF LUXURY

The word luxury originates from the Latin 'luxus', meaning excess. The Oxford English Dictionary defines it as: great comfort and extravagant living or an inessential, desirable item that is expensive or difficult to obtain. However, ask people: "what is luxury?" today and you will get diverse answers, showing its complex and highly subjective nature; to understand future directions of luxury, it makes good sense to look at the past in tandem with the present.

LUXURY AND ENOUGHISM

Exploring consumption as a behavior and comparing it with personal fulfillment, we can identify a comfort zone where we are satisfied, because we have what we need. Beyond this point, we reach a stage of objects for their own sake and eventually a tipping point, after which fulfillment declines simply because extravagance doesn't fulfill us; on the contrary, it leads to discontent (diagram 1.0).



1.0 From comfort and luxury to extravagance

CLASSIC AND MEDIEVAL

The concept of luxury has been understood and defined since early civilization. Greek culture valued it highly

and it permeated every layer of social and daily life. However, the Greeks had several definitions of luxurious behavior, which evolved over history with sometimes negative connotations; they defined the Persians as 'habros' or (effeminate luxurians). The Romans perceived luxury as the disruptive power of desire and openly debated its ethics and natural limit. They saw it as leading to a rise in vice and finally instilled the first law on luxury to limit excessive displays of wealth. With the fall of the Roman Empire and the spread of Christianity, luxury became increasingly associated with immorality. Around 1000AD the Roman Catholic Church created the concept of the 7 deadly sins, including among them gluttony and envy.

COLONIALISM AND MODERNITY

During the Medieval and Renaissance periods, Venice and Genoa were prime locations for the luxury trade led by the city-states' merchants. Between the 17th and 18th centuries the Dutch became powerful European traders and exported more than they imported restricting citizens from too much of a good thing – silks, sugar, and spices were called: 'unnecessary wants', while coffee, tobacco and sugar were known as the 'vice trades' because they were considered addictive. Previously allies against the Spanish, the British and Dutch fought twice in the 17th century over prized trade routes to the Spice Islands. The century saw a paradigm shift in attitudes to luxury and, as trade in commodities increased, it was seen as a strong economic driver. In 1762 the Marquis de Saint Lambert defined luxury as not just an economic force, but also the central moral and political issue of modernity.

INDUSTRIAL AND MODERN AGES

19th century industrialization brought a new era of extravagance in Europe and the emergent United States. In The Theory of the Leisure Class: An Economic Study of Institutions (1899), Thorstein Veblen identified conspicuous consumption as a behavior of status-

seeking individuals who publicly display economic power. Fin de siècle lavishness continued into the 1920s with extreme luxury behavior; this was especially notable in architecture, where new homes were often too elaborate to be maintained. After both world wars, mass production increased access to goods once reserved for the super wealthy, while the switch to factory production of the previously handmade and rare brought new doubts about the integrity of luxury. In modern consumption theory, Pierre Bourdieu's Distinction: A Social Critique of the Judgment of Taste (1979) defined how economic capital had become symbolic capital, arguing that taste had become the means to express our class, identity and standing in society.

DEEP LUXURY

We could ask ourselves: "Is opulence out of fashion?" Perhaps not, but 21st century luxury must have added value and 'deep' integrity. The value of an object is no longer just in quality and cost of materials, nor even workmanship, provenance and exclusivity. Today, it needs to be part of a sustainable ecosystem; this means caring about the planet, community and future generations. New luxury eco-resort hotels now deliver a 360° experience where everything is sourced locally. Craft revival, upcycled materials, responsibly farmed food, fair trade coffee, non-conflict diamonds, safely sourced furs, environmentally friendly cars, et al., illustrate that luxury must deliver on a multitude of politically and socially charged consumer expectations.

THE PSYCHOLOGY OF LUXURY

Richard Sennett's The Craftsman (2008) addressed our need for doing good work as part of our purpose in life. Luxury – like many things in life – is part of an overriding motivation to be fulfilled and happy. When trying to define the future of luxury experiences, Abraham Maslow's Hierarchy of Needs forms useful building blocks to illustrate how consumer behavior has evolved

over time and influences our choices. It highlights that affluent luxury consumers increasingly expect brands to fulfill their human needs on multiple levels: performance and safety, love and belonging, self-esteem and self-actualization. Observing the West vs Asia there are differences, as the diagram 1.1 below illustrates, however our research shows that the Millennial Affluents are moving from luxury offering only extrinsic rewards of self affirmation to products and services imbued with more intrinsic rewards – self worth, life enrichment, and enhanced relationships with others.

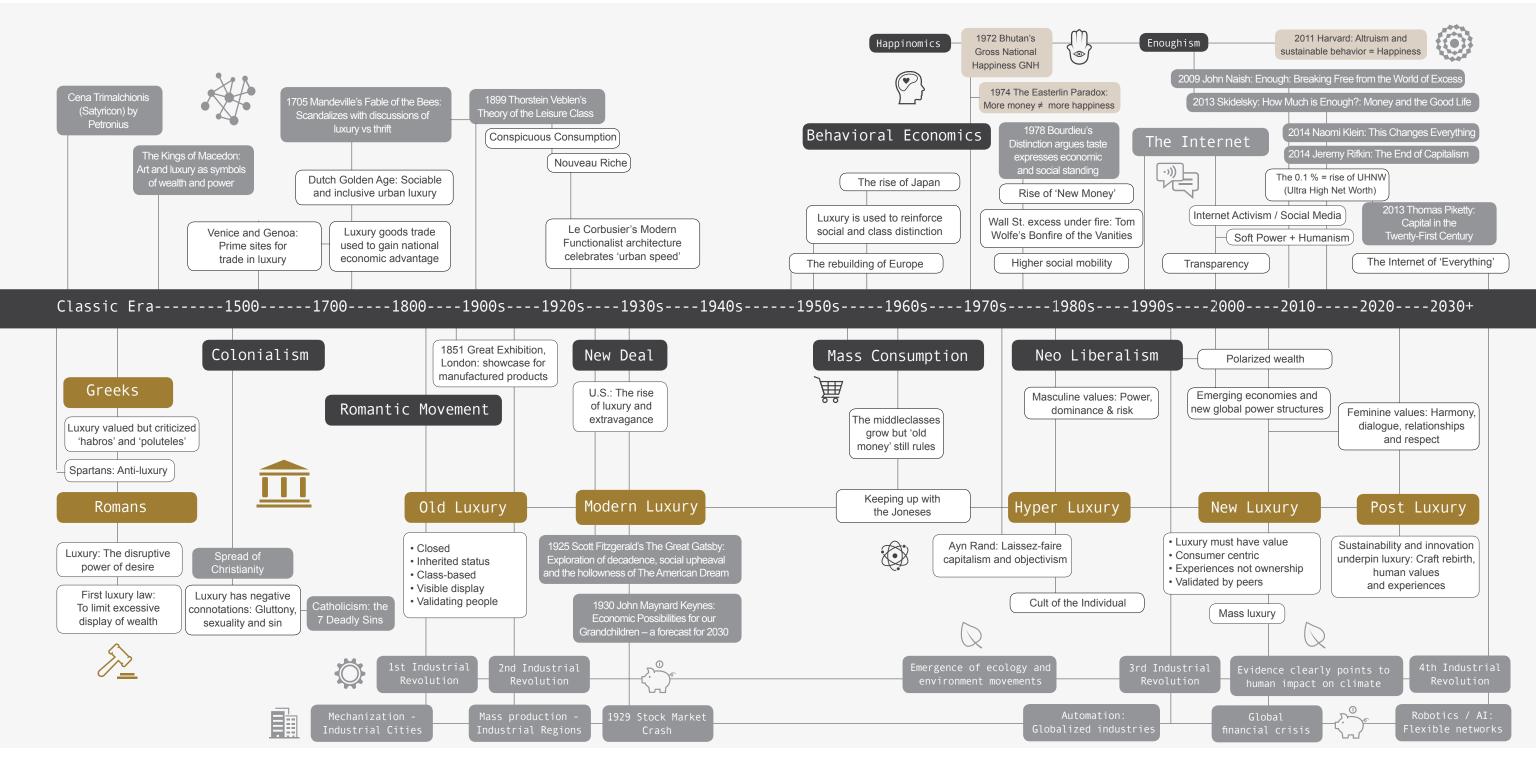


1.1 Evolution of luxury consumption West vs Asia (2010)

THE FUTURE OF LUXURY

Geopolitical volatility, slowed economic growth and increased competition form a complex consumer landscape requiring new approaches. We are now witnessing a deep transformation in the luxury market, presenting many challenges, but also opportunities, for those prepared to adapt and innovate. The future of luxury will be value driven, providing personal fulfillment and purpose, however, geography and cultural context are critical factors in our 'post luxury' climate — meaningful experiences will differ according to local setting. This means defining luxury expectations requires close understanding of not just local markets and tastes, but the psyche and expectations of those who buy into brands and brand messages.

LUXURY TIMELINE





NAVIGATING THE TRENDS

"Luxury inhabits the realm of leadership and quality.
Increasingly, luxury brands will be expected to expand their role as influencers of commercial behavior."

To establish commonalities across regions we need to step back and look at luxury in the context of bigger shifts in society, as this enables us to extract the defining traits in a new luxury landscape. Global key society trends influencing consumption created the guidelines for our Trend Compass; these are essential building blocks that inform how all sectors – including premium – deliver to a new and diverse generation of consumers.

CONNECTED AND RESPONSIBLE

Research indicates that a new breed of affluent customers have highly individual ideas about what defines a premium object or experience, and require new key touch-points across sectors. Traditional definitions across all regions associated luxury with excess, something outside the realm of fundamental need, but this 'lovely but inessential' marker looks increasingly dated. Informed by today's conscious consumption patterns, luxury is being influenced by everything from new technology and citizen-inspired collaboration to sustainability and nature rediscovery. Chief Sustainability Officer at Kering Group Marie-Claire Daveu believes the future is being directed by millennial mindsets: "The millennials are the most environmentally conscious generation to ever grace our planet. They are not only our future consumers but also our future talent and future leaders. In fact, 83% of millennials believe that businesses must take responsibility for their environmental impact."

A NEW VALUE IN TIME

In our expert interviews the notion of time as luxury stood out, with consensus on managing fast and slow paces of life to attain balanced and authentic wellbeing. Luxury will be about intelligent time, where real-time action / reaction, and personalized products and services will be the norm, with meaningful experiences also delivered to match people's need for time out.

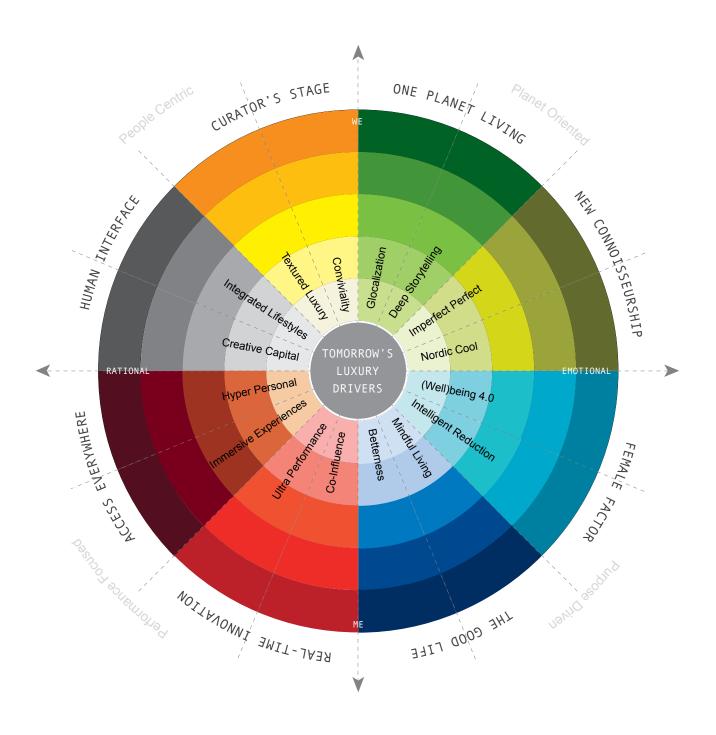
LUXURY MUST LEAD, NOT FOLLOW

According to the MBI (Meaningful Brand Index) only 1 in 5 brands are perceived to make a meaningful difference to people's lives; this tells us new luxury must lead, not follow, by defining new standards. Luxury brands must engage in corporate soul searching, asking themselves profound questions about their purpose, such as: why they exist and why anyone should invest in their brand. In this context, we asked: "could new luxury be the Nordic way?". The Scandinavians are leaders in sustainability, with a democratic design philosophy combining skilled craft with 'less is more' and 'built to last' principles. Certainly, Nordic design adheres to the new integral synergy revealed by our research between luxury, refined aesthetics and maker responsibility.

RETHINKING LUXURY

Our desktop research and interviews highlighted issues that premium brands will have to address to stay relevant and successful in an ever more complex experience economy. These are mapped and organized in the Trend Compass, and further explained in the trends section. So let this compass be a pilot for navigating the future, and use it to guide you through the changing landscape of luxury. COP21 will soon take place in the mecca of luxury: Paris. It might be a golden opportunity for rethinking luxury to ensure its relevance and authenticity to tomorrow's mindful and affluent consumers.

TREND COMPASS



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EXECUTIVE TREND SUMMARY

REAL-TIME INNOVATION

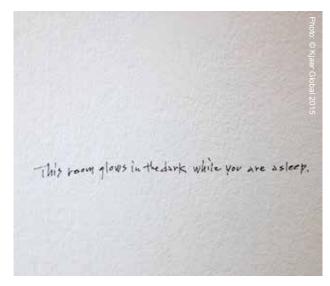
A new generation of luxury brands will innovate at increasing speed to keep pace with technological advances. New luxury acknowledges customers as co-influencers and engages with them as partners. So balancing 'real-time' delivery with 'real-value' innovation will be crucial to tomorrow's luxury market. Max Pogliani from Vertu says: "Technology will be more and more a merging factor and not a differentiation point. The key things will be working on the design, materials and services".

ACCESS EVERYWHERE

Now that 75% of luxury buyers start their purchase journey online, full engagement in multichannel communication is essential. Affluent consumers will trade data to acquire services that become personal. But they expect VIP treatment, with access to a brand's products and services wherever they may be. Peter Fawkes, author of The Death of Luxury, says: "New era companies try to see communications, experiences, retail and physical products as a total and integrated consumer experience".



The consumer validates luxury, not the other way round



New luxury will deliver hyper-personal experiences

HUMAN INTERFACE

The interaction between a brand and its stakeholders is the human interface. In this space, new luxury brands must surprise and inspire people, recognizing our individuality and need for storytelling. Tapping into people's changing behavior is a key challenge – luxury brands must nurture our desire to lead a 'real' life. Agence says: "New luxury consumers want brands to engage them ...not just by pushing products and branded facts, but by being real."

CURATOR'S STAGE

People will invest time and effort in return for meaningful experiences that bring happiness. The pace of modern life is renewing our appreciation of the joys of slow living and 'spending time' on pleasure. But people also seek depth and texture that can reignite their passion for luxury. The New York Times says: "People distinguish themselves by what they know. An important way to demonstrate this is through what they buy".

ONE PLANET LIVING

Premium buyers are especially skilled at decoding insincere messages and need to feel the authenticity behind a product or service – the connection to purpose. This means luxury brands must engage with them in a deeper context and show they care about people, local culture and our planet by being transparent and sustainable. Green pioneer Fabrice LeClerc says: "Good design has a purpose, it does not only aim for higher material rewards, but to make life better, for us, for all living creatures and for all future generations on the planet".

NEW CONNOISSEURSHIP

Being the 'taste-maker' rather than adopting others' ideas is intrinsic to the process of displaying connoisseurship. Brands that create experiences around locality, craftsmanship and something extra – something unique – engage affluent consumers who seek out ideas to showcase their eye for quality. The Nordic mastery of everyday luxury for the discerning is a blueprint for New Connoisseurship. Luxury Daily says: "The truly affluent don't need status symbols; quite the contrary, today they are going undercover".



Will Nordic values be a model for tomorrow's luxury?



The conscious consumer will shape the future of luxury

FEMALE FACTOR

A deeper awareness of the effect of positive lifestyle choices means we focus on things we need – replacing excess with essence. From digital detox jewelry to retail experiences, the focus has switched to balance. In the premium domain, customers will be looking for fewer and more relevant communications, smoother services/ processes and products that enhance rather than dominate. Culture Vulture says: "Luxury ... defines an aesthetic but, increasingly, it denotes an experience".

THE GOOD LIFE

The best way to invite customers to participate in The Good Life is by ensuring it is easy for them to make choices informed by betterness, so luxury must emerge from its exclusive 'bubble' to engage with a new affluent generation. This new generation eager to influence by engaging in mindful consumption that reflects their worldview as much as their taste. Psychologist Matthew Killingsworth says: "Nothing material is intrinsically valuable, except in whatever promise of happiness it carries".





MEGA TREND: REAL-TIME INNOVATION

"The demand will be for fewer but better innovations - designed around and validated by the consumer."

Real-Time Innovation expresses the way luxury will need to innovate at increasing speed to keep pace with technological advances. New luxury sentiment is extrovert and expressive, lead by young affluent and discerning millennials.

This influential and ever growing consumer cohort – always one step ahead – are tech savvy digital natives, unimpressed by superfluous functions and design complexity. They demand fewer but better products and services, designed around and validated by them. In a world of 'look-a-likes', exclusivity and originality is essential to a progressive image - the biggest challenge is delivering luxury innovation in real-time.

CO-INFLUENCE

The future of luxury isn't merely an exchange of goods and services. Tomorrow's luxury consumers see themselves as investors in the brands they choose. New luxury must acknowledge clients as co-influencers and engage with them seamlessly and hyper-personally as partners. Younger affluents hold brands to higher standards of performance and disassociate from those that fail to deliver.

ULTRA PERFORMANCE

Tomorrow's luxury will be responsive to real-time needs, facilitating a whole new level of service, with interactions and dialogue that inspire brand evolution around consumers. New generation brands are building luxury credentials around this, making it critical to balance 'real-time' delivery with 'real-value' innovation — ultra-performance must be present in both product and communication to match people's increasingly high expectations.



Ultra-performance will match people's high expectations

"Technology creates great opportunities for luxury brands, but keeping platforms open source to enhance accessibility is what will be favoured by the consumer."

Marcus Werner Hed, Founder & Owner Pundersons Gardens

ADAPTABLE LUXURY: Future luxury brands will need to deliver meaningful innovation. To lead rather than follow, brands will have to take time to think.

STAND BACK TO STAND OUT: Tomorrow's luxury consumer will demand co-influence and will hold brands accountable to their high standards.

INSIGHTS + FACTS & FIGURES

NEW LUXURY TERRITORIES: "Luxury brands represent absolute certainty in a world of uncertainty and the challenge is to move into technology, move into art, move into social media – all of these different pockets of categories that have been merged together over the last few years." Nadia Tuma, vice president and deputy director, McCann Truth Central – Luxury Daily 2015

LUXURY LOVE AFFAIR: Estimates place the value of the luxury sector in the GCC (Gulf Co-operation Council) between USD 6 billion and USD 10 billion, with the average consumer in the region spending USD 26,400 annually on gifts, fashion, and beauty. Why luxury brands should focus on the Middle East – Chaloub Group Report 2014

FROM EXCESSES TO ASSETS: People won't want to be seen ... having lots of expensive things, but just the right ones. What's the future of Luxury? – Fortune 2014

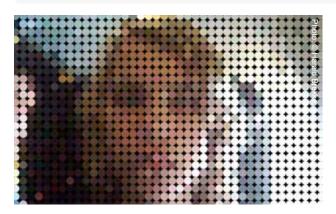
RAPID CHANGE: Luxury brands will want to understand how consumers perceive their brands as these perceptions can change rapidly; and marketers, advertisers and retailers will need a tool to quickly monitor, analyze and engage with consumers in real-time. Brand Passion Report – Netbase 2014

TEST THE LIMITS: Leading luxury brands have always set the standard. They have led the way. In their pursuit of perfection, in their quest for excellence, they break the rules, they challenge the norm, and they test the limits of innovation. Luxury in the age of you – Rebecca Robins, Director, EMEA LatAm – Brand Quarterly 2015

MERGING NOT DIFFERENT: "Technology will be more and more a merging factor and not a differentiation point. The key things will be more working on the design, materials and services part." Max Pogliani, Vertu – Engadget 2014

CONNECTIVITY WILL INFLUENCE: "Consumers will create their own products and services and will demand luxury brands that deliver what customers want. This desire for connectivity will influence, define and develop new luxury brands." Jean Ahlefeldt-Laurvig, Ethical Hedge Fund Manager and former head of Luxury PR agency

INNOVATION = PREMIUM: "What is critical in a brand context is that today innovation and premium go together – if a company can innovate, it is perceived as premium." Magnus Brodd, Head of creative strategy, Volvo cars



Tomorrow's consumers invest in the brands they choose



CASE: Analog-style smart watch - Withings





MEGA TREND: ACCESS EVERYWHERE

"Seamless interaction is not an add-on but a fundamental part of creating a unique brand universe."

A North American survey found that 75% of luxury buyers start their purchase journey on digital media, so brands can no longer rely on the right address or elitism to create an aura of exclusivity. Full engagement in online and multichannel communication requires consistent, holistic dialogue that enriches understanding among new and discerning generations while retaining loyalty among existing clients.

Seamless interaction is not just an add-on but a fundamental part of creating a rich and unique brand universe. This means delivering messages that resonate with today's and tomorrow's luxury mindsets across a variety of channels and devices.

HYPER PERSONAL

'Bespoke' is a core currency in new luxury. Affluent consumers will trade personal data to acquire services that become intimate and personal. Technology will be able to monitor everything from a user's heart rate to music preferences, redefining concepts of safety, comfort and wellbeing to fit the taste for personalized products and experiences.

IMMERSIVE EXPERIENCES

Tomorrow's luxury buyers expect VIP treatment, with access to a brand's products and services wherever they may be. This means high-end brands need to remove elitist barriers and invest in their social capital by building real relationships and integrated, immersive consumer experiences. The balancing act will be to remain accessible without devaluing luxury credentials.



High-end brands need to remove elitist barriers

"People demand engaging and immersive brand experiences and tangible demonstrations of the values that sit behind the label."

Anne Verrept, Managing Partner NOMAD

EXCEPTIONAL INTERACTIONS: Nurture relationships by creating inspirational, personalized and integrated interactions.

BE WHERE PEOPLE ARE: Meet people where they are and display a genuine and coherent brand personality.

INSIGHTS + FACTS & FIGURES

OMNICHANNEL: The contemporary consumer demands a strong omnichannel approach where service, experience and products interact. Luxury Brands Must Innovate or Die in the Digital Age – Ad Age 2015

360 - DEGREE ENGAGEMENT: Luxury brands have always been about the whole experience. Burberry has used data and technology to create personalised, intuitive and helpful connections en masse in a diverse and fragmented global market. Erminia Blackden: Luxury Brands Should not be Afraid of CRM – Enginegroup 2015

PASSION FOR ONLINE: Digital media tops the list of luxury influences, out-pacing even recommendations from family and friends, which tops the list in most categories. Luxury is about passion, and it is being reshaped by two other emerging affluent passions – technology, and the desire to make smart purchase decisions. The Affluent Audience Online, Vol 2: Luxury Goods – Martini Report 2015

BEYOND LUXURY: We have seen and are continuing to see a brand universe forever reaching out to touch upon new design concepts, innovative ideas and creations that push boundaries of what we consider to be luxury. A World of Luxury and Beyond – Havas Luxhub 2014

RETHINKING PRODUCT VS MESSAGE: Luxury brands still differentiate product from marketing, while new era companies try to see communications, experiences, retail and physical product as a total and integrated consumer experience. Piers Fawkes: The Death of Luxury – PFSK 2015

NEXT ERA PERSONALIZATION: Brand experiences will be unique to the individual and highly customised based on personal information, and brand performance is measured in its ability to capture and leverage data and engender participation. Luxury In The Age of You – Rebecca Robbins 2015

DISRUPTIVE LUXURY: "Companies led by individuals that harness 21st century tools are the new thinkers that will disrupt and define tomorrow's luxury." Ole Hansen, Founder Hansen & Lydersen

BUILDING CHINA FAN BASE: "... cherish the same brand values, and communicate with them [luxury audience] to improve your product design for them." Chris Cui, general manager Kopenhagen Fur Beijing



CASE: Online bespoke luxury service – Burberry

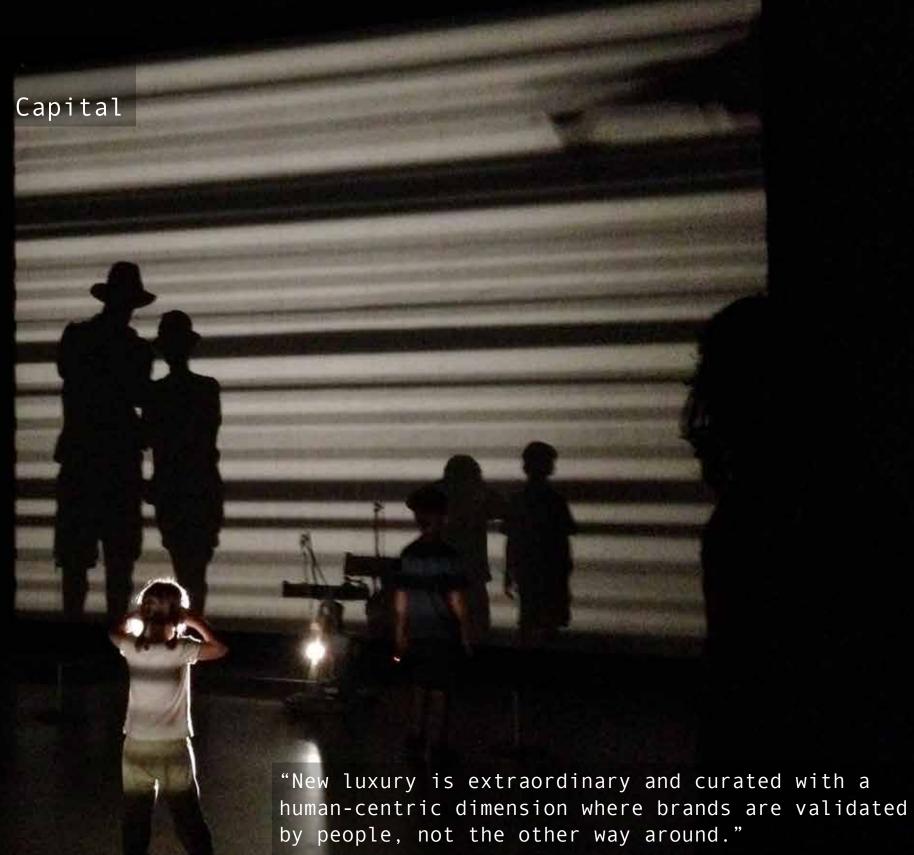


CASE: Personalized and accessible - Audi on Demand

HUMAN INTERFACE

Integrated Lifestyles + Creative Capital





^ohoto: © Kiaer Global 2015 – Tate Modern Lon



MEGA TREND: HUMAN INTERFACE

"Genuine luxury will be defined by emotional, touch-point offering meaningful solutions centered round individual needs."

Affluent consumers largely agree that the definition of luxury is different from just five years ago, so while many elite brands still exist on the premise of igniting desire for excess or show-off value, more depth is required to ignite curiosity among new luxury buyers.

Human Interface expresses the interaction between people and brands that wins hearts and minds; expectations in all areas of life are increasing exponentially and this means setting new standards of personal service. Genuine luxury will be defined by emotional touch-points offering meaningful solutions centered round individual needs, behaviors and lifestyles.

INTEGRATED LIFESTYLES

In a fast-forward world, where we lead fragmented lives, there is increased cachet in brands that offer super-smooth and effortless transitions between work and leisure. But new luxury also has to have a human scale, recognizing our individuality and becoming part of our story – we validate its existence, not the other way around.

CREATIVE CAPITAL

Tapping into people's changing behavior is a key challenge. Consumers want smooth efficiency in key areas of life, but also yearn to be surprised and inspired – invited to explore new cultural landscapes and creative meeting points so they feel stimulated. New luxury brands must dare to ask 'what if?' and nurture people's desire to escape the mundane and ordinary.



Genuine luxury will be defined by emotional touch-points

"If the focus on technology takes over and becomes more important than the emotional storytelling, then luxury brands may lose connection to their end-consumer."

Jens Laugesen, Creative Director and Luxury Fashion Designer

CHALLENGE THE STATUS QUO: Question received knowledge, stereotypes and ways of doing things. How can you balance desirability with personally meaningful concepts?

THINK LIKE DISRUPTERS: In a rapidly changing luxury landscape, brands need to think like disrupters and place people firmly at the center of their strategies.

INSIGHTS + FACTS & FIGURES

ENGAGE MILLENNIALS: New luxury consumers, especially Millennials, want brands to engage them through social media on a regular basis, not just by pushing products, but by being real. Agence: Luxury 2015

THE 'ME' PRODUCT: (The) luxury consumer will be looking for something not only rare but that expresses something about them. What's the future of Luxury – Fortune 2014

CHANGING PRIORITIES: In the U.S., luxury consumers said that money, saving, stability, family, wellness, their home, calmness, locally grown products and ethics are important, while the least important values are status and luxury. These responses are similar among consumers in the European Union and Japan. BCG Four Trends To Drive Retargeting of Luxury Consumers – Luxury Daily 2013

SENSORIAL SELLING POINTS: With fragmented audiences and increased multi-tasking, consumer attention is harder to come by. One solution is to create multi-sensorial experiences – psychologists have found that using more of our senses increases engagement and memory of content. Culture Vulture report Issue 5 – Mindshare 2014

TARGETING LUXURY INFLUENCERS: Peer recommendations are playing a much larger role in purchasing decisions and, consequently, we are seeing many more brands leveraging influencers in their marketing campaigns. Juliet Carnoy, marketing manager – Pixlee 2015

FROM HAVING TO BEING: Consumer values are transitioning from having to being, from extrinsic to intrinsic and from conspicuous to meaningful. BCG 4 Trends to Drive Retargeting of Luxury Consumers – Luxury Daily 2013

PROVIDE A SENSE OF CONTINUITY: People love continuity. It gives a sense of permanence and validity, something that we lack in our daily world of ever-constant change and innovation. How Emotion & Storytelling Make A Difference In Luxury Watch Sales – Forbes 2015

BRING PEOPLE TOGETHER: "Brands and products that can bring people together will be winners, sharing time and experiences with people you love is a huge luxury". Jean Ahlefeldt-Laurvig, Ethical Hedge Fund Manager and former head of Luxury PR agency



Human touch art by Graciela Sacco



CASE: Airbnb Luxury Apartments in collaboration with Lexus





MEGA TREND: CURATOR'S STAGE

"There is a growing fascination with expertise, craft and highlevel competence – especially when it can enhance our social ties."

Curator's Stage feeds into people's desire to curate personal narratives that reflect insider knowledge, adding a richer texture to life and bringing something unique. Luxury's new cult of the real centers on niche – even one-off – so pristine or limited access become a luxury precisely because they have rarity value.

People will invest time and effort in return for meaningful experiences that bring happiness and fulfillment, but there is also a growing fascination with expertise, craft and high-level competence – especially when it can also enhance our social life, family ties and friendships.

CONVIVIALITY

The pace of modern life is renewing our appreciation of old values and the joys of slow living –'spending time' on pleasure has become precious, while being cash rich and time poor no longer signals status. The focus here is on convivial and social events, so the opportunity for luxury brands is in enabling people to build and strengthen relationships through shared experiences.

TEXTURED LUXURY

Endless premiumized products are being offered and this makes it harder to discern true value in objects, so people seek depth and texture that can reignite their passion for luxury. Brands prove their worth using originality and imagination; the best way to do this is to anticipate needs and enable people to create personal narratives.



Focus on insider knowledge - Bulthaup

"With the epidemic of choice, anything that simplifies decisions will be hugely attractive. Luxury brands can afford to be better - and cannot afford not to be."

Anne Verrept, Managing Partner NOMAD

INVITE PARTICIPATION: New luxury creates opportunities for people to participate. Put people at the centre of the experience and create magic moments of serendipity and surprise.

INSPIRE PASSION: Luxury should be 'time giving' rather than merely timesaving. Products will recede into the background, leaving room for concepts, ideas and experiences to thrive.

INSIGHTS + FACTS & FIGURES

FOR THE FEW: Luxury has always and will always be about experience. True luxury is about experiencing something that few can. The Luxury Fatigue – Everywhere for Everyone – Agence: Luxury 2015

TIME POOR & CASH RICH: People demand and expect products and services which are tailored to or, ideally, anticipate their needs. Culture Vulture, Luxury Edition 5 – Mindshare 2014

THE BIGGEST LUXURY TODAY IS TIME: "Services that can deliver unique experiences but save clients the trouble of making them, and add value to shared experiences, are likely to be sought after." Roxanne Genier, cofounder of Agence: Luxury 2014

KNOWLEDGE IS THE NEW WEALTH: As ideas increasingly become the coin of the realm, people distinguish themselves by what they know. An important way to demonstrate this is through what they buy. In Pursuit of Taste En Masse – The New York Times 2013

PRESTIGE IN FRIENDLINESS: Luxury brands are taking note. This isn't just the case for 'everyday' luxury brands, where a friendly approach may seem natural; more prestigious brands are also changing their tone. Luxury Redefined, Trends and Changes in the US Luxury Market – The Gild 2013

RESTORING RELATIONS: Luxurious experiences will often be convivial: they will help us restore relations strained by the incessant frenzy of modern life. An Odd Relationship: Craft and The Future of Luxury – Charles Leadbeater 2009

HOW DO WE MOVE ON?: "Luxury needs to be open for new directions and exclusive content. I want us to go in a completely new direction with this. The transaction of money has been our main way to express ourselves, how can we leave this behind – how can we move on?" Magnus Lindkvist, Futurologist & Trendspotter

TACTILE EXPERIENCES: "Many brands realize that online storytelling cannot replace the tactile experience of being in front of the product in the right environment, and are taking some of their offering offline to limit access."

Jens Laugesen, Creative director and Luxury Fashion Designer



Conviviality and social luxury in Dubai



Mixology masterclass - The Connaught





MEGA TREND: ONE PLANET LIVING

"...organizations must cultivate purpose-driven leadership and have impeccable sustainability credentials to stay relevant."

Conscious consumption is increasingly a key theme influencing consumers' choices and they expect genuine environmental concern and accountability from luxury brands. Premium buyers are especially skilled at decoding insincere messages and hollow luxury stereotypes and want to feel the authenticity and worth behind the brand fabric.

In this context organizations must cultivate purposedriven leadership and have impeccable sustainability credentials to stay relevant. Brands convey values and commitment through their actions, not merely their words, and deep luxury comes from feeling good about our purchases – they help express our own commitment to one planet living.

GLOCALIZATION

A new generation of aspirational and affluent millennial consumers have reconciled the materialistic dimension of owning fine things with the desire for returning to nature and locality. Rediscovering the refinement of local culture, they also demand clearly stated values. This means luxury brands must communicate transparently about who they are and their place in our world.

DEEP STORYTELLING

Stories have the potential to move us, make us laugh and engage our senses; the best narratives create contextual storylines across all touch-points, extending the message beyond traditional channels. Deep storytelling is a timeless quality intrinsic to all successful luxury brands, and it must convey messages that are authentic and rooted in locality.



Rediscovering the refinement of locality

"The epicenter of luxury is about craft and respect for local skills. In the future, it will be about understanding whether luxury is a vehicle for improving life."

Magnus Lindkvist, Futurologist & Trendspotter

CONTEXTUAL SENSIBILITY: New luxury must reflect an understanding of context; a glocal sensitivity for global brands.

DEATH OF CSR: Responsibility for purpose, people and planet is no longer a sub department but a central part of the very brand fabric.

INSIGHTS + FACTS & FIGURES

GREEN MILLENNIALS: "The most environmentally conscious generation ever – our future consumers, talent and leaders – 83% believe that businesses must take responsibility for their environmental impact." Marie-Claire Daveu, Chief Sustainability Officer and Head of International Institutional Affairs at Kering 2015

DESIGN FOR PURPOSE: "Good design has a purpose, it does not only aim for higher material rewards, but to make life better, for us, for all living creatures and for all future generations on the planet." Fabrice LeClerc, design advisor to luxury brands and green pioneer

SOCIAL RESPONSIBILITY: A recent trend we are seeing is that consumers around the world are saying loud and clear that a brand's social purpose is among the factors that influence their purchasing decisions. Jing Daily: Kering: Sustainability Is A 'Business Imperative' For Global Luxury Industry 2015

VALUES + PASSION: luxury consumers gravitate toward brands that have a strong point of view, convincing beliefs and compelling values that they express with passion. Communities gather around an idea or cause – be it culture, arts, nature or a social good. Luxury Brands Must Innovate or Die in the Digital Age – Ad Age 2015

CHINA'S LOGO FATIGUE: Today, [the] Chinese expect more from luxury. Beyond providing an exceptionally crafted product that is elegant, exclusive and encourages self-expression, luxury now has to be value oriented and offer personal meaning. Consumers Now Want Total Luxury: Function, Feeling & Craftsmanship – Hill & Knowlton 2014

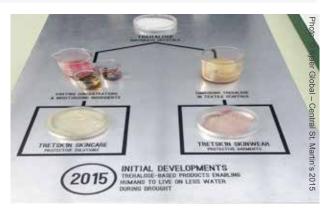
COMPELLING STORYTELLING: In the luxury sector, it comes down to showing that a brand is authentic, precious, and ultimately, human. Given the [Gulf] region's rich tradition of narrative and its love of luxury, brands that weave stories into their marketing efforts are sure to succeed. Samer Abboud – Managing Director at Ogilvy & Mather 2015

SUSTAINABLE LUXURY: "Now luxury is about craftsmanship, sustainability, cradle to cradle; there are other values than the aesthetically beautiful – it's more understated." Jan Vejsholt, GM Skandium UK

INTEGRATED SUSTAINABILITY: To resonate with consumers, luxury brand must integrate sustainability and focus on how it makes the consumer feel about himself." Jens Laugesen, Creative Director and Luxury Fashion Designer



Glocal experiences - Peninsula Hotel Shanghai



Organic luxury skincare and skinwear

NEW CONNOISSEURSHIP Imperfect Perfect + Nordic Cool





MEGA TREND: NEW CONNOISSEURSHIP

"...the thrill of discovering subtle, often secret places, rare products or unusual finds defines new luxury behavior."

Premium used to be a matter of 'afford it', now it's about rarity and 'finding it'. Being the 'taste-maker' rather than adopting others' ideas is intrinsic to the process of displaying New Connoisseurship. Moving beyond the obvious into the thrill of discovering subtle, often secret places, rare products or unusual finds defines new luxury behavior.

Rarity value, not price, is the key – it encompasses everything from single-estate coffee, artisan beers and local delicacies to architecture and niche independent fashion labels. What is critical to luxury connoisseurs is the discernment, knowledge and credibility earned from being a true insider.

IMPERFECT PERFECT

As machines become increasingly used in designing and making, the signs of a skilled human hand and a craftsman's eye gain in value. Imperfect Perfect conveys a sense of 'lived in' luxury rather than uniform perfection. Brands that create storytelling around locality, craftsmanship and something extra – something unique – engage affluent audiences who seek out ideas to set them apart and showcase their eye for quality.

NORDIC COOL

Nordic Cool reflects a new appreciation among connoisseurs of alternative perspectives on luxury. While this is by no means their only 'discovery', it encapsulates essential components they crave — arts, design and products that are distinctive, carefully crafted and outside the mainstream. The Nordic mastery of everyday luxury for the discerning is a blueprint for New Connoisseurship.



Premium artisan luxury - Hansen & Lydersen

"We look for honesty and 'relate-ability' - people want real experiences - and the future of luxury is into the wild... these are the only things left to discover."

Ole Hansen, Founder Hansen & Lydersen

ENGAGE WITH CONTEXT: Context is everything, so there can be no blanket solutions to brand activity; what is required is an insiders' view of the best of each local market.

INSPIRE IDEAS: Affluent influencers are attracted to inspiring ideas beyond the mainstream. When won over, they become passionate ambassadors for the desirability of brands.

INSIGHTS + FACTS & FIGURES

UNDERCOVER LUXURY: The truly affluent don't need status symbols; quite the contrary, today they are going undercover. They need to be inspired to pay a premium for luxury, especially when so much good quality product at every price point is so widely available. The inspiration must come from a strong value proposition with an equally strong story hook. What Luxury Marketers Should Expect in 2015 – Luxury Daily 2015

VALUE - DRIVEN TASTEMAKER: "Luxury brands no longer live by brand image alone because the customer has become increasingly value-driven and more and more demanding of superior service, intelligent communication and a personalized understanding of their wants, likes and desires. In addition to the search for the memorable, the unique and services that have high value, is what I call the rise of connoisseurship and the hunger to know." Greg Furman, Founder and Chairman of the Luxury Marketing Council

FROM 'YOU CAN'T AFFORD IT' TO 'YOU CAN'T FIND IT': Luxury consumers have always been motivated by exclusivity, but what constitutes exclusivity is evolving. A younger generation of luxury consumers in particular is driven to seek out unique luxury products and experiences as a means to reflect their knowledge and individuality. Luxury Redefined, Trends and Changes in the US Luxury Market – The Gild 2013

DIY INSTINCTS: The collaboration between four aspiring craftsmen, playing the architect and the builder, best describes the work of French design studio Ciguë. A DIY practice sought after by luxury brands including Aesop, Isabelle Marant and Kris van Assche. Brand Passion Report – Netbase 2014

THE CULTIVIST: The Cultivist has one global card for museums, galleries and art fairs worldwide: no tickets, no bookings, no complications. They cap membership at 1000 people, offering personal service and tailored experiences as well as provide philanthropic support to art institutions. The Cultivist 2015

BEING NORDIC: "...authenticity to me is to be true to the brand and the culture it comes from, capturing the key elements of the brand, to serve peoples activities and their lives..." Robin Page, VP Interior Design, Volvo cars



Imperfect/perfect - privileged access to the rugged world





Deep stories of authenticity and locality - Faviken Restaurant





MEGA TREND: FEMALE FACTOR

"A deeper awareness of the effect of our lifestyle choices means we focus on things we need - replacing excess with essence."

The Female Factor expresses a craving to harmonize and improve our lives through collaboration and soft power. In luxury terms, it requires a refocus from mere transaction of goods to achieve individual status, to delivering end-to-end service that demonstrates true mutual understanding and care.

A deeper awareness of the effect of lifestyle choices means we focus on things we need – replacing excess with essence. A new quiet confidence comes from replacing imposed ideas of premium with the kind of luxury that endures and adds to our sense of (well) being as individuals, rather than simply as consumers.

(WELL)BEING 4.0

People increasingly gravitate towards luxuries that have a positive impact on wellbeing. From digital detox jewelry to retail experiences that combine the perfect blend of stimulus and calm, the focus has switched to balance. Premium brand experiences are those that deliver reassuring substance, rather than noise – increasingly attractive in a hyper connected world.

INTELLIGENT REDUCTION

As complexity grows, people stretch their cognitive capabilities far beyond what was previously the norm, so experiences that are designed to reduce their sensorial overload become increasingly appealing. In the premium domain, customers will be looking for fewer and more intelligent offerings, smoother services/ processes and products that enhance rather than dominate.



Reductive luxury - Kinfolk Magazine

"There will be more simplicity in luxury offerings, it's less about what you say or do - more about the message and how you make people feel."

Jean Ahlefeldt-Laurvig, Ethical Hedge Fund Manager and Former Head of Luxury PR agency

CUT THE NOISE: Luxury should help people regain a sense of control and leave them free to focus on what is important to them.

PULL VS PUSH: Think less but better: Adopt an understated approach of pull not push to attract tomorrow's luxury consumers.

INSIGHTS + FACTS & FIGURES

LUXURY OVERLOAD: "We are currently feeling a sensory overload from overt luxury." Jonathan Ford, Founding Partner & CCO Pearlfisher

THE LAWS OF SIMPLICITY: Simplicity is about subtracting the obvious and adding the meaningful. The Laws of Simplicity: Design, Technology, Business, Life by John Maeda

TOMORROW'S BRAND DNA: "Our lifestyles are changing – getting busier, more complex and multi-layered, though arguably more fulfilling. These big cultural shifts are resulting in new needs and a demand for these needs to be met by brands, products and services." Sophie Maxwell – Futures Director at Pearlfisher 2015

THE SIXTH SENSE: Increasingly we feel empowered to push ourselves beyond previous emotional, physical and spiritual boundaries to new realms of self-actualization, exploring our sensory potential as the last bastion in our development. The sixth sense: designing the future of our sensory potential – PFSK 2015

CONSIDERED COMMUNICATION: "Digital marketing may appear to be about technology, but it only works when the human interaction underlying it is right, especially for luxury brands that seek to engage our emotions. Communicate less frequently but with more quality and consider every single piece of communication." Chris Moody, global principal and creative director, Wolff Olins 2015

DIGITAL DETOX: Kovert explores the impact of connected technology on our ability to relate and be present. They offer a line of high-end digital jewelry that act as a gateway for digital messages and notifications allowing only the most important, as defined by the user, to come through. bekovert.com

HUMAN VALUES BEHIND THE LOGO: "The role of luxury in China will be more in line with western ways of thinking – quality of life and human values behind the logo: self-esteem, harmony in life, organic/healthy lifestyle, unique personality." Chris Cui, general manager Kopenhagen Fur Beijing



Harmonizing our lives through collaboration and soft power



Kovert - Digital Detox Jewelry





MEGA TREND: THE GOOD LIFE

"The best way to invite customers to participate in a culture of betterness is by ensuring it is easy for them to make positive choices."

As we redraw the map of success in our pursuit of The Good Life, new priorities take center stage. Scientific research indicates that experiences not consumption drive lasting wellbeing and happiness, so in order to resonate with discerning premium markets, purposedriven leadership must underpin every step of the luxury journey.

Meaning and mindfulness will be critical to the new luxury brand fabric. The best way to invite customers to participate in a culture of betterness is by ensuring it is easy for them to make positive choices.

BETTERNESS

Betterness is defined by putting the wellbeing of people and community in focus. New business models will increasingly be based around the principles of doing good, so delivering fewer but better products, services and experiences will be crucial. This means luxury brands must emerge from their exclusive 'bubble' to engage with the world around them.

MINDFUL LIVING

The days of the luxury shopper cocooned in a sheltered world are over. A new affluent millennial generation is engaged, informed and eager to influence and hold brands accountable for their actions. This attitude of mindful and considered living means that premium buyers seek out choices that reflect their worldview as much as their taste.



Selfridges Project Ocean for considered consumption

"What we have recognised is that Volvo need to communicate a message about work/life balance; we need to tell stories that resonate with people."

Magnus Brodd, Head of creative strategy, Volvo cars

ASK WHY?: Ask yourself the burning question 'why?' What is the passion and raison d'être behind what you do? Do you have a cause and a purpose?

NET POSITIVE: New luxury should engage, inspire and deliver positive wellbeing. Yet the new luxury business model should be founded on the premise of giving more back than it takes out of the system.

INSIGHTS + FACTS & FIGURES

MAKING THE CONNECTION: New and evolving luxury behavior embraces intimate and personal connections, spiritual and transformative experiences, with emotional and ethical learning that reaches new depths. How the future of luxury might help us all live better lives – Pearlfisher 2015

TIME & VALUES: A sense of time, experience and value are intrinsic to enriching today's luxury offer and should be the building blocks that help us create new definitions of luxury in the future. How the future of luxury might help us all live better lives – Pearlfisher 2015

EXPERIENTIAL LUXURY: 55% of US luxury consumers are now looking for 'enriched experiences' over product. And a new and growing experiential luxury movement is tapping into this. We are seeking new ways to take time out, slow down, contemplate and appreciate. Boston Consulting Group and Collectively 2015

EXPERIENCES OVER POSSESSIONS: Over the past decade, psychology research has shown that experiences bring people more happiness than do possessions. Buy Experiences not things – The Atlantic 2014

PROMISE OF HAPPINESS: "Nothing material is intrinsically valuable, except in whatever promise of happiness it carries." Psychologist Mathew Killingsworth 2014

MEANINGFUL IMPROVEMENTS: People want brands to improve their lives and the lives of the people they care about. Havas Media, Meaningful Brands 2015

EXPERIENCE + TIME = LUXURY: Luxury typically describe products and defines an aesthetic but, increasingly, it denotes an experience and the availability of time. Culture Vulture, Luxury Edition 5 – Mindshare 2014

MADE TO LAST: "The Nordic Way for me has very little to do with minimalist design, it's a philosophical stand to make something that lasts 100 years. To buy anything that you use for three years, then throw away and replace - which has become the standard for some Nordic brands is not in my mind the ethos of the Nordic Way". Marcus Werner Hed, Founder and Owner Pundersons Gardens



Quality time, subtle luxury, Hotel Daniel Vienna



A sense of time, experience and value are intrinsic to luxury



TREND CASE STUDIES

| 1 | Online Immersion: Bang & Olufsen Life Organizers: The Couture Vault Quantified Self: Nike World Clinic Necker Nymph, Virgin Marina Bay Sands SND Store: Office Twelve Porsche Mission E: Porsche | Global London Global Global British Virgin Islands Singapore Chongqing Global |
|---|---|---|
| 2 | The Human Side of Wealth: UBS Celebrating Rule Breakers: Farfetch Joan Didion for Céline: Céline New 'Rough' Luxury: Wild Luxury Hermès Dinner Washington New Deluxe Cultural Inspiration: Liza Restaurant Intimate Performance: Les Recontres Musicales D'Évian Lake Hands on Luxury: Basil Thai Restaurant Fair & Person: TSM | Global United Kingdom Global United Kingdom Global Beirut Geneva Bangkok Sweden |
| 3 | Tradition Rediscovered: Lalani & Co Hang-out or Shop: Material Good Juxtaposing Luxury Stories: Apples & Hermès Nordic Cool Hang-out: Chris & Sarah Rhoads Blurred Boundaries: Noji Architects Independent Luxury: Zoe Lee Luksus & Tørst Kite-making & Flying Class: The Peninsula | London New York Global Global Ireland Global New York Beijing |
| 4 | Poetry & Sustainability: exception de mixmind Karma Capitalism: Thorico Group The Good Life: Linda McCartney Exploring Presence: Be Kovert Tradition & Craftsmanship: Shang Xia Less Choice = Freedom: Miranda Kahl Personalized Experiences: Selfridges & Co The Pursuit of Less: Essentialism Empowered Feminity, The Gap | Shanghai Denmark United Kingdom Global Shanghai New York London New York Global |

GLOBAL TREND CASE STUDIES OVERVIEW



| U | Adaptable Luxury: Withings Activie |
|---|--|
| 2 | Remove Elitist Barriers: What is Luxury V&A? |

3 Bespoke Service: Burberry

4 Personalized & Accessible: Audi on Demand

5 Human Touch Art: Graciela Sacco

6 Luxury Apartments: Airbnb

7 Mixology Materclass: The Connaught
8 Focus on insider knowledge: Bulthaup
9 Artisan luxury: Hansen & Lydersen

10 Privileged access: The Cultivist

11 Authenticity & Locality: Fäviken Restaurant

Maison Margiela: Line 13Digital Detox: Be Kovert

14 Project Ocean: Selfridges & Co

15 Quality Time, Subtle Luxury: Hotel Daniel

Paris

London

Global

San Francisco

Argentina

Global

London

Global

London

London & New York

Sweden Russia London

London

Vienna



INTRODUCING PERSONAS



"...we are now witnessing a deep transformation in the luxury market, presenting many challenges, but also opportunities for those prepared to adapt."

WHO ARE TOMORROW'S LUXURY CONSUMERS?



By clustering the macro trends we identified core drivers of new luxury behaviors. We identified 4 distinct personas and scenarios in our synthesis – stories that connect us with the emotional landscape of tomorrow's affluent audience and drivers of their new luxury experiences.

BEHAVIORS ACROSS REGIONS

For decades, luxury consumers have been fairly easy to identify, sharing similar tastes and demographic groups. But tomorrow's luxury customers are increasingly difficult to pin down by conventional segmentation analysis. Global management consultant Bain & Co's luxury specialist and partner Claudia d'Arpizio says: "We are in the midst of a generational shift, ...representing many different segments of people."

A WHOLE NEW MINDSET

This, then, is a paradigm shift, making it vital to tap into deeper underlying layers influencing lifestyle

preferences. This new and diverse premium audience share values, behavior and desires across conventional borders, and age bands. Their universe, underpinned by a new concept of luxury, is explored in our 'How to spot' section in the form of statements, values and tone of voice.

CONNECTED LUXURY

The global luxury customer base could reach 400 million by the end of this decade and 500 million by 2030, according to Bain & Co. And Hana Ben-Shabat, a specialist in luxury retailing at A.T. Kearney, adds: "The average luxury consumer is more connected than the mass-market consumer, and already purchases far more online in both volume and value terms." Bain's Claudia D'Arpizio posits that by 2025 more than 20% of all luxury purchases will be online.



PERSONA OVERVIEW



1. PROGRESSIVE OPTIMIZERS

2.NEW SOCIALITES

- Cultural Curiosity
- Expressive
- High Touch

- First Movers

- Aspirational

- Dedicated & Driven

- Forward Looking

- Personal Curation

CURATOR'S STAGE

Conviviality + Textured Luxury

HUMAN INTERFACE

Integrated Lifestyles + Creative Capital

Rational

ACCESS EVERYWHERE

Hyper Personal + Immersive Experiences

ONE PLANET LIVING

Glocalization + Deep Storytelling

NEW CONNOISSEURSHIP

Imperfect Perfect + Nordic Cool

3.ADVENTURE HUNTERS

- Open & Sharing
- Sensorial & Tactile
- Experimental
- Responsible

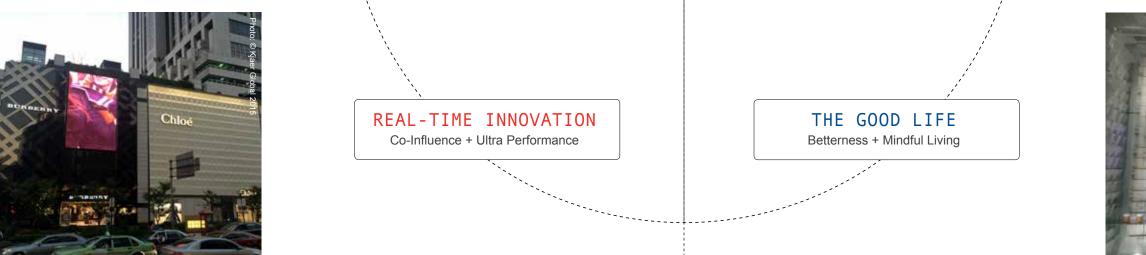
Emotional

FEMALE FACTOR

(Well)being 4.0 + Intelligent Reduction

4. IDEALISTIC PIONEERS

- Principled
- Seeking Balance
- Self Development
- Experiential





1. PROGRESSIVE OPTIMIZERS



REAL-TIME INNOVATION

Co-Influence + Ultra Performance

ACCESS EVERYWHERE

Hyper Personal + Immersive Experiences

BEHAVIOR

- First Movers
- Aspirational
- Dedicated & Driven
- Forward Looking

PROFILE

Progressive Optimizers see innovation as the route to excellence. Found in all age groups – but especially among affluent Millennials – they set the trends that trickle down through the luxury market to the wider economy. These high achievers thrive in fast-paced environments and demand the best of themselves and their chosen brands.

QUANTIFIED SELF

Progressive Optimizers have bought into the idea of a quantified self, knowing that data will help them achieve ultra performance in everything from work and health to travel and entertainment. They understand their own worth, and happily 'trade' data in return for hyper personalization, co-influence and transparent benefits, but data privacy is key to them.

AUTOMATION VS CONTROL

Aware of the paradox of smart technology, Progressive Optimizers love the fact they can outsource tedious tasks, automate other chores and have real-time personalized experiences. The balancing act is in control – they need to feel that automation does not rob them of their autonomy or replace all 'human touch' interactions.

OPPORTUNITIES

Hugely influential and tech savvy, they want special treatment and access to innovative prototypes. Their influence is profound, as one of our experts advises: "Focus on creating enhanced relationships with these customers to become socially valuable ...inviting higher levels of participation and access to the brand".

REGIONAL INFLUENCE

Global, skewed Asia, EU, Scandinavia, North America, LTA and Middle East



Special treatment and access to innovative prototypes

"Millennial consumers, currently aged 18-34, will become the largest generational segment in the luxury market between 2018 and 2020."

Kjaer Global expert interview 2015

HOW TO SPOT THEM



Human 2.0 – the idea of a quantified self where data will help people achieve ultra performance in everything

STATEMENTS

- "Freedom is key to pursue my goals and interests"
- "Innovation is my opportunity for progress"
- "I am proud about my achievements"
- "I like to show the world I'm doing well"

VALUES

- Accord equal weight to off and online presence
- Gravitate towards highly innovative brands
- Outsource trivial tasks seek ease and clarity
- Choose brands as markers of personal success

TONE OF VOICE

- Highly personalized products and interactions
- Informative and concise; personally relevant
- Mixing traditional luxury with sophisticated innovation
- Concierge services for all aspects of life

THEIR UNIVERSE

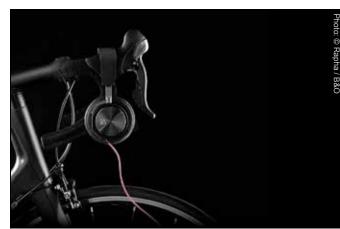
- Immersive 'digital to real world' brand stories
- Seek to be exposed to peers and networking
- Respond to traditional global luxury events
- Spectacular and exclusive mood

INSIGHTS & CASE STUDIES

AFFLUENT MILLENNIALS: While affluent millennials are less likely to 'show-off' their affluence in a similar way to previous generations, they are more willing to make a premium purchase and feel good about that purchase because of what it means. The Case For Winning Over Affluent Millennials - The Luxury Society 2015

BE RELEVANT: Millennials trust native content: When it comes to native advertising, Millenial Affluents are indifferent to the source of information. Whether it's sponsored or publisher content, the key is delivering content that is relevant to their needs. Martini Report, The Affluent Audience Online Vol 2: Luxury Goods 2015

MIDDLE EAST DILEMMA: 'On one hand, they are searching for individual expression and personal style while on the other they are bound to strong social codes and traditions. This apparent contradiction is manifested in their enthusiasm for customised or limited-edition pieces, which provide "unique" products yet from well-known and respected brands.' Luxury in the Middle East: An easy Sell? - Chalhoub Group 2013





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Immersive online experiences - Rapha + B&O 2015

The Couture Vault – wardrobe concierge

ONLINE IMMERSION: Collaboration between Bang & Olufsen and upcoming cycling brand Rapha. Products is presented through an immersive online experience taking the user through the stages of a bike road race using what they call 'the sounds of focus' in a 'luxurious, stylish way'.

LIFE ORGANIZER: Fashion start-up London Vault Couture catalogues wardrobes, stores them in a safe place and delivers them to your doorstep just in case you have an unexpected gala evening coming up. And they offer an iPad to keep you connected to your wardrobe. The Pursuitist 2015



2.NEW SOCIALITES



HUMAN INTERFACE

Integrated Lifestyles + Creative Capital

CURATOR'S STAGE

Conviviality + Textured Luxury

BEHAVIOR

- Cultural Curiosity
- Expressive
- High Touch
- Personal Curation

PROFILE

For New Socialites, family comes first and status is living well and expressing themselves. Self-made rather than inherited wealth gives them a grounded perspective on life, but they thrive in creative communities. Time is their most precious luxury and they use a curator's stage to cherish convivial and life-affirming moments of slow living.

CULTURAL MAGPIES

New Socialites absorb a range of influences, from opinions of friends and tastemakers to face-to-face advice. Their definition of culture is similarly broad – highbrow to counter culture, and everything in between. Social memes are their currency and they enjoy disruptive ideas without forgetting the texture and value of cultural traditions.

SERENDIPITY VS PLANNING

Moments of serendipity are one of life's great joys, and New Socialites enjoy the 'stolen' luxury of unplanned moments, especially since most decisions are carefully planned. Time poor, they rely on digital media to research and evaluate, so respond to seamless online service, with opportunities to interact and read others' opinions.

OPPORTUNITIES

Underwhelmed by overt luxury, New Socialites do appreciate quality and love ideas that make life fun or super convenient. They crave solid advice and lasting relationships. One of our experts highlighted that, for them: "It's about craftsmanship... doing something really, really well through all layers: from sales and customer treatment to after-sale contact".

REGIONAL INFLUENCE

Global, skewed West, EU, Scandinavia, North America, LTA and Asia



Highbrow to counter culture, and everything in between

"Offerings in this luxury segment will be safe, nice and more comfortable. Just the fact that you prioritize family shows a surplus in your time and energy, replacing luxury as it used to be - passive consumption."

Kjaer Global expert interview 2015

HOW TO SPOT THEM



Everyday luxury beyond the obvious - seeking inspiration from established and secret influencers

STATEMENTS

- "I want freedom to express who I am"
- "I prioritize time spent with family or friends"
- "The ultimate luxury is time"
- "Inspiration can come from everywhere"

VALUES

- Seek to be exposed to influencers
- Choose quality over logos
- Use understated luxury as status marker
- Browse and shop online but love real-life shopping

TONE OF VOICE

- Convivial and friendly
- Knowledgeable eye level
- Brand as a trusted friend
- Inspirational guidance

THEIR UNIVERSE

- Social events and festive gatherings
- Mainstream with an edge, e.g. festival glamping
- Elements of surprise and delight
- One-off and limited-access cultural events

INSIGHTS & CASE STUDIES

NICOLE RICHIE'S MAGPIE TASTE: "There are so many sides to me that it's hard to choose one – luckily we live in a world where I don't have to decide between them." Farfetch - online luxury boutique & content creators #UNFOLLOW Video portraits 2015

CONTENT CREATORS: Luxury brands will increasingly become media channels, creating content that is far richer than today's aspirational blogs, videos and magazines. Focus Trends Report 2015 – Luxhub 2015

DIGITAL INTERACTIONS: Luxury consumers live in a world where touch and feel is of the utmost importance, yet they long for greater digital interaction and are rewarding luxury brands that offer this. The Gild, Luxury Redefined, Trends and Changes in the US Luxury Market 2013

LIVING NOT OWNING: With the recession, luxury evolved, becoming more subtle and understated. Affluent passions have shifted – from ownership and status to experiences. Martini Report, The Affluent Audience Online Vol 2 20152015



Am I a good father?

Do I spend too much time at wook?

alo: © Farfeton

UBS rebranding campaign 2015

Farfetch - online luxury butique & content creators

HUMAN SIDE OF WEALTH: UBS' series of portraits of successful, but non-famous entrepreneurs featured alongside questions such as: 'Am I really making a difference?' The aim is to show the bank's ultra-rich clients that it is human. The campaign is 70% digital and video-based to reach the digitally savvy consumer.

CELEBRATING RULE BREAKERS: Farfetch is an online shopping portal and global community of over 300 independent fashion boutiques. Farfetch's 2015 campaign #unfollowers is celebrating innovators, rule breakers and the true individuals in society – capturing New Socialites' aspirations and mood.

3.ADVENTURE HUNTERS



ONE PLANET LIVING

Glocalization + Deep Storytelling

NEW CONNOISSEURSHIP

Imperfect Perfect + Nordic Cool

BEHAVIOR

- Open & Sharing
- Sensorial & Tactile
- Experimental
- Responsible

PROFILE

Adventure Hunters seek life beyond the mainstream and have developed a new connoisseurship in their hunt for the authentic, the wild idea or the lived experience. Many are part of the upcoming millennial cohort and, while they find cultural sharing attractive, they expect luxury with a conscience and sense of place.

RAW LUXURY

The material world of luxury is a continuation of Adventure Hunters' passion for travel, food and artistic expression, so they favor the handcrafted, the tactile and the unspoiled. Their consumption universe can be lived, breathed and tell a unique story – their identity is underpinned by a pioneers' mindset.

SHARING VS FIRST EXPLORER

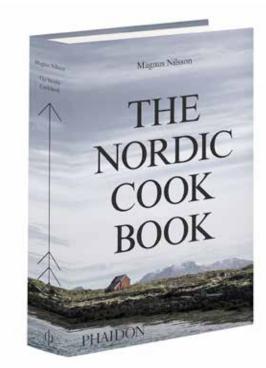
While Adventure Hunters are global citizens – inhabiting a digital universe, where stories are swapped and intelligence passed on – they crave unique discoveries. From the remote outposts of Nordic Cool to the ultimate deserted island, they like to put their flag up first, and then share the knowledge with their network.

OPPORTUNITIES

Adventure Hunters find things out for themselves, closely scrutinizing for quality, integrity and social responsibility, so this makes niche, intelligent messaging essential. Differentiation is more important than innovation. One of our experts sees himself in their mindset: "My generation is the future buyer of luxury, and we are searching back for traditional experiences."

REGIONAL INFLUENCE

Global, skewed Asia, EU, Scandinavia, North America, Australia & Middle East



Swede Magnus Nilson discovers local Nordic Cool

"At a time where everything has become accessible, the idea of inaccessibility becomes an attractive path to follow for people - and for brands that aim to differentiate themselves."

2025+ I The Evolution of Luxury I © Kjaer Global | 61

Kjaer Global expert interview 2015

HOW TO SPOT THEM



A digitalized 1000 year-old painting 'Along the River During the Qingming Festival' at The China Art Museum, Shanghai

STATEMENTS

- "Luxury is freedom to pursue adventure"
- "I prioritize experiences over ownership"
- "I shape the world through what I buy"
- "I find a thrill in discovering new things"

VALUES

- Seeking out new experiences
- Appreciate cultural and sensorial enrichment
- Insider knowledge integral to social identity
- Considered connoisseurship

TONE OF VOICE

- Authentic and honest, mixing old and new
- Tactile and rich across all media
- Insider stories of place and heritage
- Green and socially responsible a given

THEIR UNIVERSE

- Secret cinemas, supper clubs, etc.
- Travelling pristine and untouched culture/nature
- Unusual art and cultural encounters
- Hands-on philanthropy and social enterprise

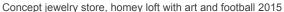
INSIGHTS & CASE STUDIES

AUTHENTICITY SEEKERS: Authenticity, customer service, and craftsmanship stand out as the most important defining elements of luxury in the eyes of Chinese consumers, whether this is about Western or Chinese luxury brands. Cultural Insight of Luxury in China – Added Value 2014

TRADITION + INNOVATION: "History as a driver in meta-luxury is about the creative tension of tradition and innovation. It is about how brands carry forward their origins into the future, staying true to their DNA and making it relevant for new generations. Never before has this been more vital or valuable for brands." Rebecca Robbins – Luxury in The Age of You 2015

PLACE & PERSONALITY: "Millennials aren't interested in one-size-fits-all design. They want spaces with distinct personalities that fit whatever one's character, mood or perception of one's self is: hip, quiet, sophisticated, edgy or fun. Millennial Customers Hate Stuffy, Gilded Luxury (But Love Authenticity) 2015







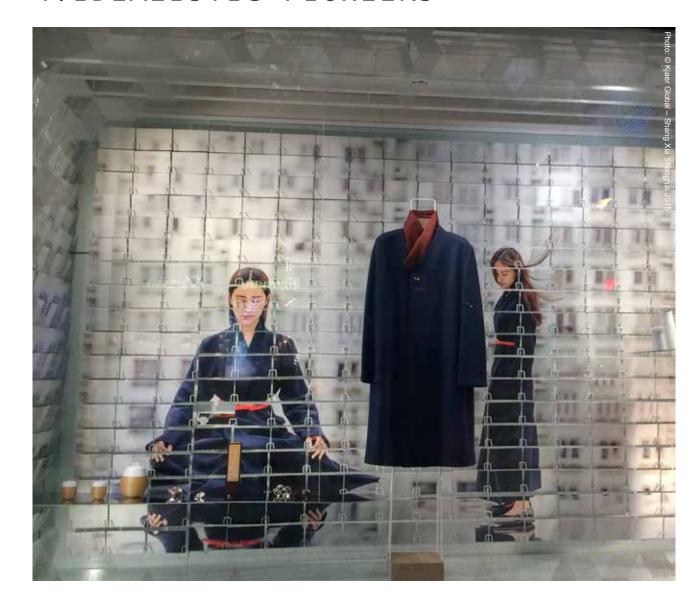
Artisan Tea Company Lalani & Co

HANG OUT OR SHOP: "It's unforced luxury. I want people to be able to come in, and, you know, enjoy a cup of coffee or a glass of champagne, not necessarily just to buy something. Just to hang out." Rob Ronen, co-owner, Material Good luxury jewelry concept shop, Soho, NY

TRADITION REDISCOVERED: From Christie's late nights to the new Thomas's restaurant at Burberry, artisan tea provider, Lalani & Co is heading the renaissance of tea culture entering the luxury domain. This new movement encompasses creating tea libraries and creating new tools and rituals. Four Magazine 2015



4. IDEALISTIC PIONEERS



FEMALE FACTOR

(Well)being 4.0 + Intelligent Reduction

THE GOOD LIFE

Mindful Living + Betterness

BEHAVIOR

- Principled
- Seeking Balance
- Self Development
- Experiential

PROFILE

Idealistic Pioneers are proud of their achievements, but measure success in meaning, not wealth. Seeking a balance in every aspect of existence, they want to give back to society. They practice everyday mindfulness and are on a quest for spiritual growth, craving intelligent reduction and elegant products tailored round them.

MECOSYSTEMS

Idealistic Pioneers perceive the world as a system of things and beings and put themselves at the center, expecting brands to treat them as unique individuals. They need to both stand out from the crowd and belong – personal pleasure with social principles – and love experiential and transformative luxuries.

PURPOSE VS PLEASURE

With high expectations in all areas, Idealistic Pioneers seek purpose and a clear raison d'être from brands – excellence and sustainable practices are a given. While luxury, for them, is the harmony of a life lived meaningfully, they enjoy sensorial pleasures without guilt and are attracted to intellectual meeting points that build connection.

OPPORTUNITIES

Aware of their privileges, Idealistic Pioneers are open to creative ideas grounded in radical thinking. They are particularly inspired by clever concepts with social value. As one of our experts notes: "Luxury brands have a responsibility to take the privilege seriously by providing leadership in creative, meaningful, ethical and sustainable design".

REGIONAL INFLUENCE

Global (skewed West & China) EU, Scandinavia, North America and Asia



Intelligent reduction and elegant products

"The nature of philanthropy has changed, from signing checks to deeper involvement – this requires reliable partnerships, and needs to be personal."

Kjaer Global expert interview 2015

HOW TO SPOT THEM



Openness to new concepts and thinking – socially cohesive cultural and arts events

STATEMENTS

- "Luxury is freedom to explore life"
- "Meaning is the route to enduring happiness"
- "Openness is key to new concepts and thinking"
- "I am part of something bigger than me"

VALUES

- Seeking harmony & balance in life
- Attracted to betterness businesses
- On an ongoing journey to define 'The Good Life'
- Intellectual quest asking the big questions

TONE OF VOICE

- Conceptual and cultured
- Clear purpose and values
- Transformative brands not stale tradition
- Brands as a personally curated experience

THEIR UNIVERSE

- Retreats and self-development
- Conceptual shopping
- Socially cohesive cultural and arts events
- Enlightening and progressive meeting points

INSIGHTS & CASE STUDIES

LUXURY IN HARMONY: "Interact positively and find the best way to exist in harmony with man and nature. (It is) about emphasis on quality of life, not quantity of experiences or acquaintances." Joanne Tang, CEO: Infinite Luxury, PR and Marketing Company - China

INHERENTLY SUSTAINABLE: "Luxury is, at its essence, very close to sustainable preoccupations because it is nourished by rarity and beauty and thus has an interest in preserving them." Jean Noel Kapferer, Brand strategist, author and marketing professor at HEC Paris

LONG - TERM REWARDS: "In this age of heavy commercialism...things that don't achieve instant results are often labeled useless. But we're too focused on short-term gain. The usefulness of things in the present is often different to their long term value." Ma Ke, designer at Wu Yong ('Useless') & luxury label Exception de Mixmind





Karma Capitalism

Poetry and sustainability

POETRY AND SUSTAINABILITY: Shanghai luxury label Exception de Mixmind, favoured by the Chinese first lady, focus on poetry, sustainability, craftsmanship, tradition fused with modernism and experientialism. Retail outlets and collections are highly conceptual, fused with artistic expressions, sensorial experiences, smell and touch.

KARMA CAPITALISM: Companies need to gain value from making a difference and think more holistically, in a 4 x win for companies, customers, partners and a cause, especially climate and the local environment. Christian Stadil owns 100+ companies spanning food, technology, shipping, sports fashion, and real estate and financing.



WHERE IS LUXURY HEADING?



When reflecting on the evolution of luxury, it is obvious that the very definition of the word has profoundly changed over time.

What was once reserved for the privileged few is now available to a much wider cross section of society. Both brands and a new generation of customers question what was known as conspicuous consumption yet, as Coco Chanel put it: "Some people think luxury is the opposite of poverty. It is not. It is the opposite of vulgarity".

THE MEASURE OF ENOUGH

In 1930, economist John Maynard Keynes predicted that by 2030 economic growth in the developed world would have slowed, and we would have a 15-hour working week, as we would have enough to lead the good life. This appears an unlikely forecast today – however, his prediction does inform two central questions: who sets the measure of 'enough', and where is luxury heading?

BEYOND LOGO AND STATUS

Today, technology and innovation are changing our world at a frenetic pace, with the knock-on effect of heightening customers' expectations of what luxury brands should deliver. The new paradigm disrupts forever the game plan for premium brands. We can observe that luxury buyers have moved beyond logo and status for its own sake, towards more authentic and socially aware ideals.

Luxury as we once knew it is obsolete but we can rest assured that it will never disappear, only evolve. To meet the key challenges for luxury brands in the 21st Century, this report has reached the conclusion that there are five clear principles that must be followed. On the following page our New Luxury Manifesto sums up these challenges.

NEW LUXURY MANIFESTO

#1. INNOVATE OR DIE

While old-school luxury brands have relied heavily on heritage, extremely high quality and easily recognizable status symbols, there is now a new generation of brands that has built a premium position almost entirely on technology, collaboration and participation. These new players in the market innovate with sustainable products and better customer experiences that have changed people's expectations of a premium brand. To build relevance for the new informed and affluent generation, all luxury brands – old and new – will need to put innovation at the core of their business. There is no turning back.

#2. BUILD EXPERIENCES BEYOND PRODUCTS

A new generation of conscious consumers is moving beyond ownership towards the thrill of discovering new things, places and experiences. This means luxury brands must offer deep luxury and transparency by inviting customers into their brand universe. Affluent millennials happily trade personal data for VIP treatment, but they expect seamless and hyper-personal experiences in return. A simple, but personal approach at all touch points will be a basic prerequisite. Brands that do not provide truly personalized experiences and demonstrate a deep understanding of their customers will not qualify as either luxurious or premium.

#3. ENRICH LIVES, TIME IS IRREPLACEABLE

Being cash-rich but time-poor does not signal status to a new generation of connoisseurs. Instead, they look for time to nurture relationships and grow personal skills. This affluent group want time to curate their own lives, grow their expertise and distinguish themselves by what they know – discernment is in their ability to value what is rare and precious in life. "Can't afford it" is being replaced by "can't find it". By delivering solutions that free up time, luxury brands can help people discover their values and the riches not measured by possessions or bank balance.

#4. ENABLE MEANINGFUL CONSUMPTION

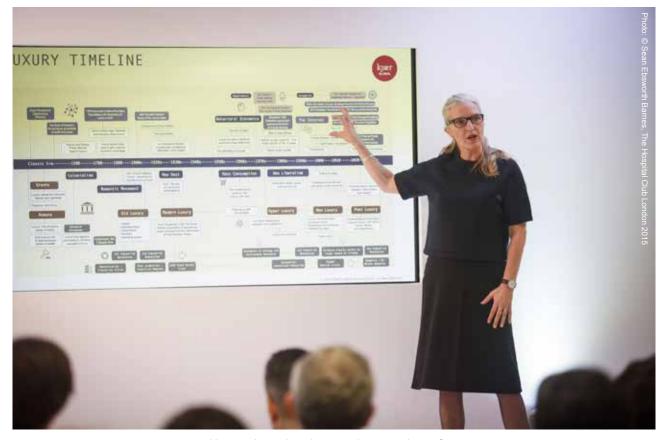
The affluent consumer is fusing the desire for luxury with expectations about responsibility for the environment and society. New luxury must come in more than sustainable packaging – an end-to-end sustainable approach, with concern for provenance and impact on the surrounding world, is essential. This is a new sharing or 'we' mindset that luxury brands must embrace in order to deliver meaningful products and services. This means going beyond CSR policies and pronouncements into genuine betterness culture, so that purpose is integral to brand DNA – understood and acted upon by all stakeholders.

#5. DELIVER ESSENCE, NOT EXCESS

While old luxury has traditionally reinforced status, hierarchies and individual power, new luxury is subtle and purpose-driven. It celebrates inclusiveness, collaboration and soft power – often associated with feminine values – as a driver of authentic wellbeing and quality of life. For premium brands, this means a need to focus on simplicity, intelligent reduction and more mindfully designed products, services and experiences. A deeper awareness of positive lifestyle choices means we increasingly focus on mindful luxuries and true enjoyment – we replace excess with essence – a universe where the good life will guide our choices.

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POSTSCRIPT



How can luxury brands create deep experiences?

"We are starting to consider true value and meaning, and mindfulness will be critical to new luxury brands."

Volvo Cars & Kjaer Global launched The Evolution of Luxury, Past, Present and Future report to the press on November 5, 2015 at the Hospital Club in London's Covent Garden. The event began with a keynote from Anne Lise Kjaer highlighting the report's conclusions and was followed by a debate and Q&A with a panel of experts within the luxury dimension to explore what luxury means today and where it is heading in the 21st century.

KEYNOTE BY KJAER GLOBAL

Kjaer highlighted the key questions up for debate, highlighting the critical importance of finding a balance between fast and slow paces of life and ensuring impeccable environmental credentials. She summarized the key question: "How can luxury brands create deep experiences that will resonate with tomorrow's people? What is really meaningful? We have to ask bigger questions".

She emphasized that the future will require fewer but better innovations designed around people: "What I am talking about here is multichannel, about enriching your brand experience through all of those channels you have out there".

THE EVOLUTION OF LUXURY LAUNCH



"...we have found the human interface essential to how you communicate who you are".

However, she cautioned against overuse of digital approaches: "We live in a digital world, but people they are analog. This is why we have found the human interface essential to how you communicate who you are".

Focusing on craft and respect for local skills she said: "Brands simply must surprise people, they must inspire them, recognize that people are individuals...It's not about pushing products, but delivering storytelling and being real." Highlighting the crucial role of purposedriven leadership, she added: "In the future it will be all about understanding how luxury can be a vehicle for people to lead better lives". With the rise of the Female Factor in leadership approaches, Kjaer predicted a new

sense of balance and mindfulness within the luxury sphere, as opposed to the overt masculinity of many previous luxury concepts: "That male/female balance is what we will see as the new standard as we go into the future...We are really starting to consider true value and meaning, and mindfulness will be critical to new luxury brands."

PANEL DISCUSSION

The panel debate considered a range of questions, including the key challenges for luxury brands in the future, the requirement to innovate at increasing speed to manage consumer expectations and, crucially, our perception of what luxury means: is it something we own, or something we experience?



MEET THE EXPERTS



The expert panel from the left: Piers Fawkes, Anne Nash, Aaron Simpson, Guy Salter and Robin Page

"The future of retail is experiential, about how people are interested in experiences over ownership. As ownership is replaced by access, luxury as we knew it is dead."

Piers Fawkes, Founder and President PSFK, New York

ANNA NASH

Nash, the Head of Communications at Aman Resorts, one of the world's foremost luxury hotel/resort experiences highlighted the importance of TIME & CULTURAL ENRICHMENT in the future of luxury: "It's about going away, finding your inner self and

remembering who you are and what's important in life... finding your inner happiness, spending time with friends and loved ones. I think also we forget about the importance of culture and the world, the incredible world that we live in."

AARON SIMPSON

Simpson, the Group Chairman & Founder of Quintessentially, the luxury lifestyle management and concierge service, noted that the very word has become devalued, suggesting that to create RREAL & IMMERSIVE EXPERIENCES new language and luxury concepts are needed: "Bespoke is better, and unique or limited supply...where you are doing the bespoke watch for 10 individuals or something similar – that's the real immersive luxury experience."

EVOLUTION OF LUXURY LAUNCH

GUY SALTER

Salter, the Chairman of London Craft Week and Deputy Chairman of British luxury brand alliance Walpole said there's a need to refocus around the HUMAN INTERACTIONS implicit in luxury: "If we are asking what are the real challenges for luxury, in the broader sense, maybe there is some issue with innovation. But actually one of the challenges is finding again that ability to look after people properly – what you might call the human face... this is for me one of a number of examples where the so-called luxury sector has lost its way."

ROBIN PAGE

Page, who has designed for brands such as Rolls-Royce and Bugatti is Vice President of Interior Design for Volvo Cars and discussed the impact of technology in FREEING UP TIME "There's simplicity and connectivity, but what's going to be the interesting test...is the move into autonomous drive because it frees up people's time... you're sat in traffic and you could be doing something else that you want to do."

PIERS FAWKES

Fawkes, who is Founder and President of New York-based PSFK, which focuses on innovative strategies and ideas for leading global brands, also suggested that TIME IS NEW LUXURY: "I've been developing this theory about shortcuts and maybe luxury brands have always been shortcuts in a way... shortcuts to the best products, to status, to choice. And I wonder whether luxury is a shortcut to time and ...the ultimate luxury."

WHAT OUR PANEL SAID

Anna Nash: Luxury is meaningful and has context "We don't use the word luxury at Aman, you could almost say we provide the opposite: anti-luxury. Aman provides places and opportunities to find your inner self, and a space for privacy and reflection. We appreciate the importance of culture, and weave the best of local context in to create meaningful experiences."

Aaron Simpson: Luxury is customized and unique "Out of the 250,000 richest people in the world, we service 50% of them. To provide the best possible service and find good things for our clients we use behavioral data, and our extensive network for customization...you must find the spectacular, they seek the finest things in life. More people seek unique, immersive experiences."

Guy Salter: Luxury is discovery and knowledge "It is not so much about money as about knowledge and sophistication. Considering the whole journey – brands are important, becoming a shorthand for experiences and projecting the aspirations of people.

Robin Page: Luxury is connected, luxury is time "We try to connect principles of a clean, lean design with new connectivity and use 'jewels' in the interior to reinforce the experience. Today we expect to be entertained; modern luxury is also about making the most of your time. In China the most affluent customers have drivers, an inspiration for Volvo to develop new design concepts that may inform the interiors of autonomous cars in the near future."

Piers Fawkes: Luxury is experiences, not ownership "The future of retail is experiential, about how people are interested in experiences over ownership... pictures more than products. For providing better service and customer experiences, new technology brands are far beyond luxury brands... As ownership is replaced by access, luxury as we knew it is dead."

APPENDIX



"There is a change from object luxury defined by rarities and exclusivity, to time luxury: time to craft good quality (the maker) and time to add quality of life that creates memories (the consumer)."

Kjaer Global expert interview 2015

THE EXPERT PANEL



Piers Fawkes (US/Global)

Founder and President, PSFK

Bio

Piers has steered the business and editorial direction of PSFK.com and provided product and marketing strategy advice to leading global brands, including Apple, BMW, Google, Nike, Red Bull, Samsung and Target.



Guy Salter (UK/Global)

Chairman of London Craft Week, Deputy Chairman of Walpole

Bio

Guy is an expert and frequent commentator on the luxury market, and has held CEO roles with hallowed brands in this arena. He champions London craftsmanship and represents British luxury brand alliance Walpole.



Anna Nash (UK/Global)

Global Director of Public Relations, Aman

Bio

Anna oversees all brand communications for the global luxury resort group, and has extensive experience within the hospitality industry, working with some of the finest hotel and travel brands and experiences in the world.



Aaron Simpson (UK/Global)

Group Chairman & Founder, Quintessentially

Bio

Aaron's strong entrepreneurial spirit has been pivotal in establishing Quintessentially as a global luxury brand and members' club that offers lifestyle management and understands the tastes, interests and needs of its affluent membership.



Robin Page (UK/Nordic/Global)

Vice President of Interior Design, Volvo Cars

Bic

Robin was formerly head of interior design at Bentley, also working with iconic brands such as Rolls-Royce, Jaguar and Bugatti. At Volvo, his expertise is delivering new luxury driving experiences for discerning audiences.



Anne Lise Kjaer (Nordic/Global)

Futurist & founder of Kjaer Global, Copenhagen Goodwill Ambassador

Bio

Anne Lise is an inspiring thinker whose pioneering multidimensional methodology has helped leading brands shape the future. A renowned speaker and commentator, she published The Trend Management Toolkit: A Practical Guide to the Future in 2014.



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