



Fondazione
Altagamma

2013 Luxury Goods Worldwide Market Study

(12th Edition)

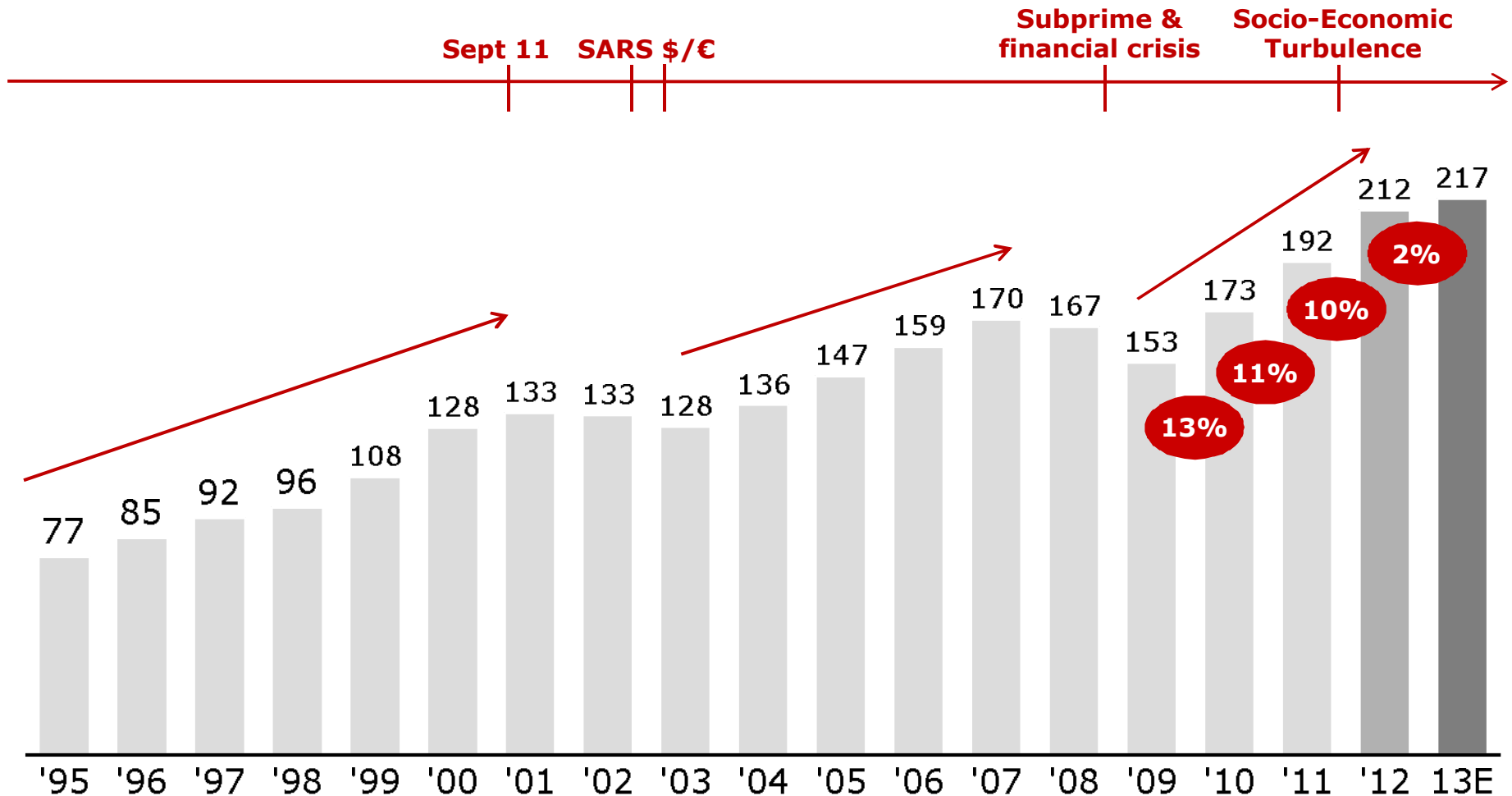
October, 2013

Luxury consumption spans across several categories



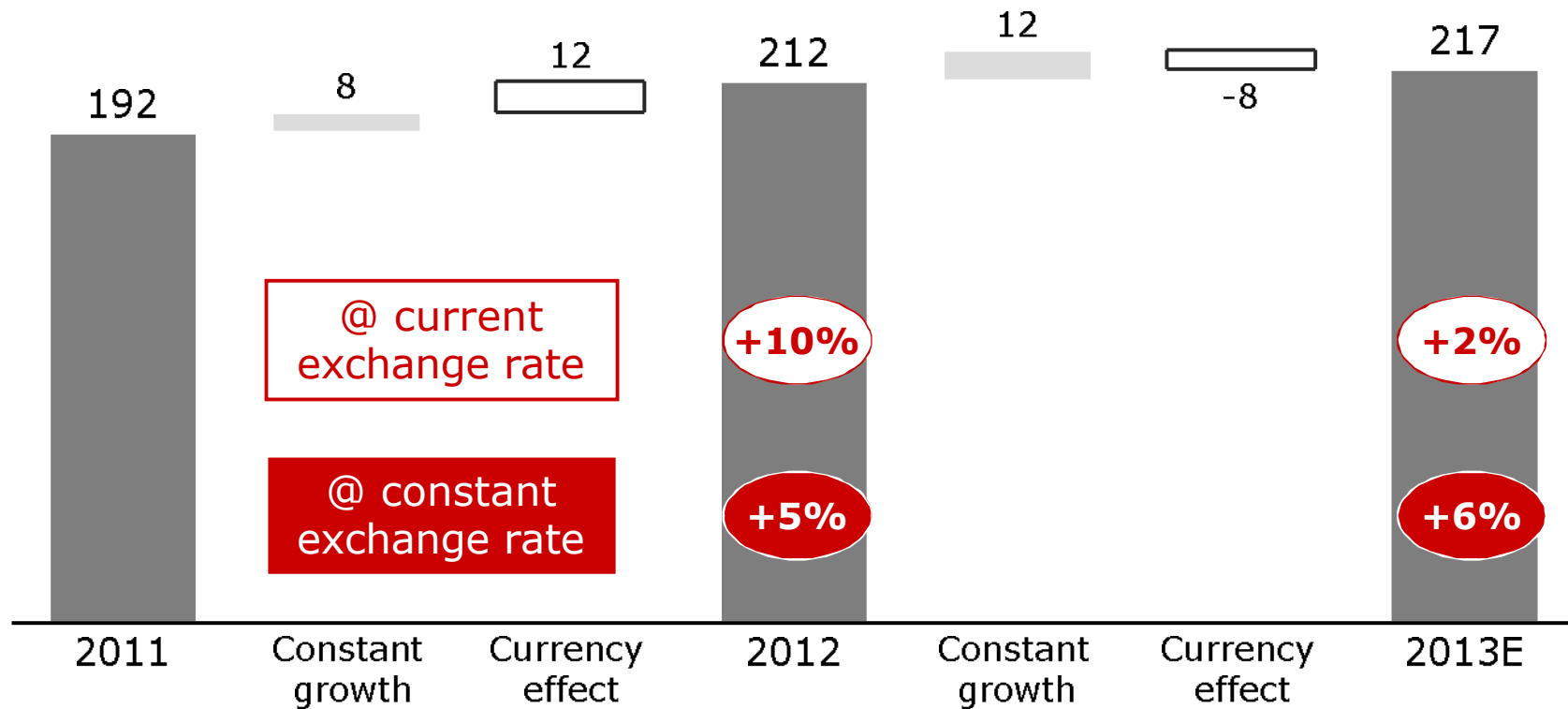
The first moderation since 2009 financial turmoil; luxury market leaves behind double-digit growth

WORLDWIDE PERSONAL LUXURY GOODS MARKET TREND (1995-2013E|CB)



Euro fluctuations have penalized market performance in 2013, despite real growth outpacing 2012

WORLDWIDE PERSONAL LUXURY GOODS MARKET TREND @ CURRENT AND CONSTANT EXCHANGE RATES (2011-2013E|€B)

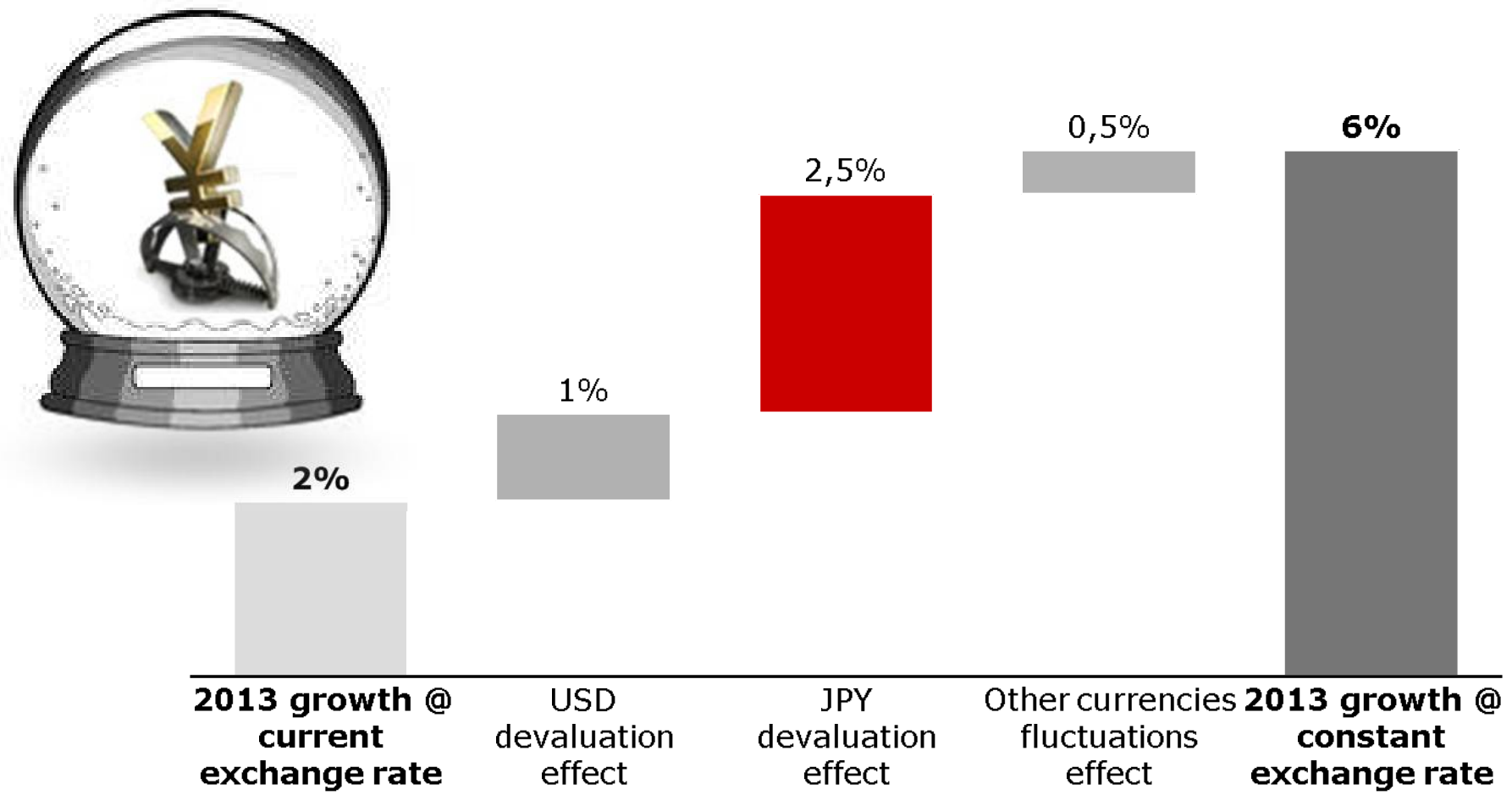


USD/EUR	1,39	8% US dollar appreciation	1,28	3% US dollar devaluation	1,32
JPY/EUR	110,74	8% Yen appreciation	102,46	20% Yen devaluation	128,21
CNY/EUR	8,98	11% Yuan appreciation	8,10	1% Yuan devaluation	8,20



The Japanese yen devaluation is driving over half of the differential between real and nominal growth

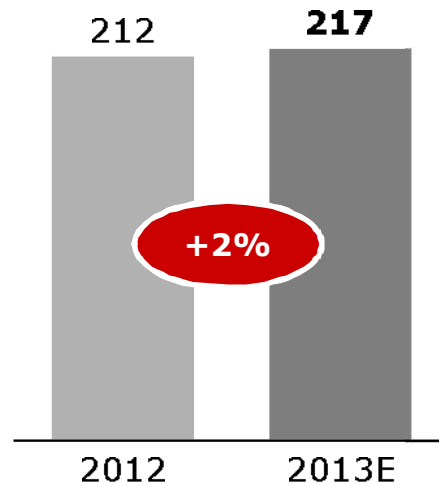
WORLDWIDE PERSONAL LUXURY GOODS MARKET GROWTH @ CURRENT AND CONSTANT EXCHANGE RATES (2013E | %)



The holiday season is expected to be in line with the full year performance

Worldwide
Personal Luxury
Goods 2013
Scenarios €B

BASE SCENARIO



BEST SCENARIO



Main assumption

- Holiday season recovering from a very bad 3rd quarter but remaining below 1st quarter performance (+2% vs last year)

- Holiday season in line with 1st quarter, highest for growth (+4 % vs last year)

Assumed
Probability

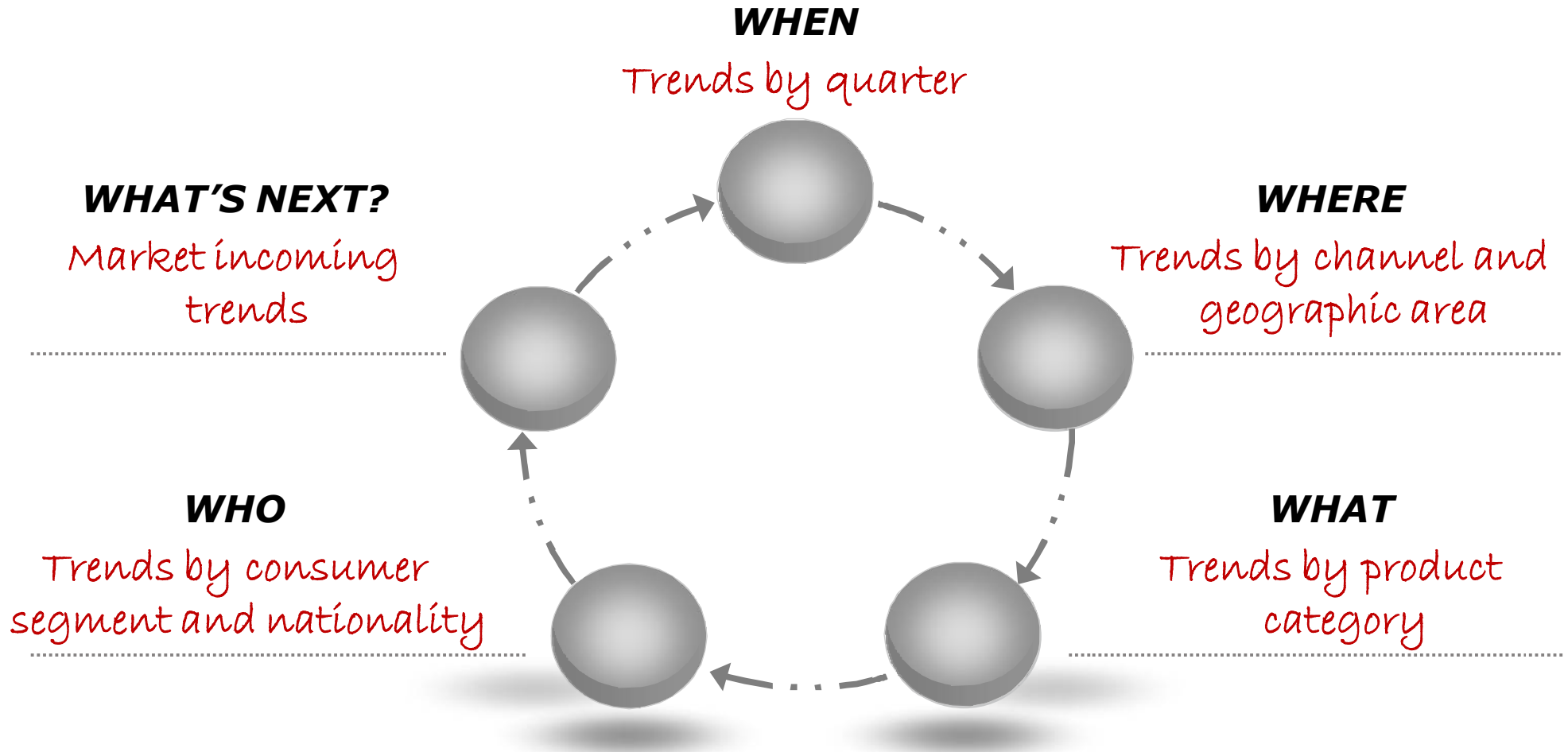
80%

20%



What is happening in the Personal Luxury Goods Market?

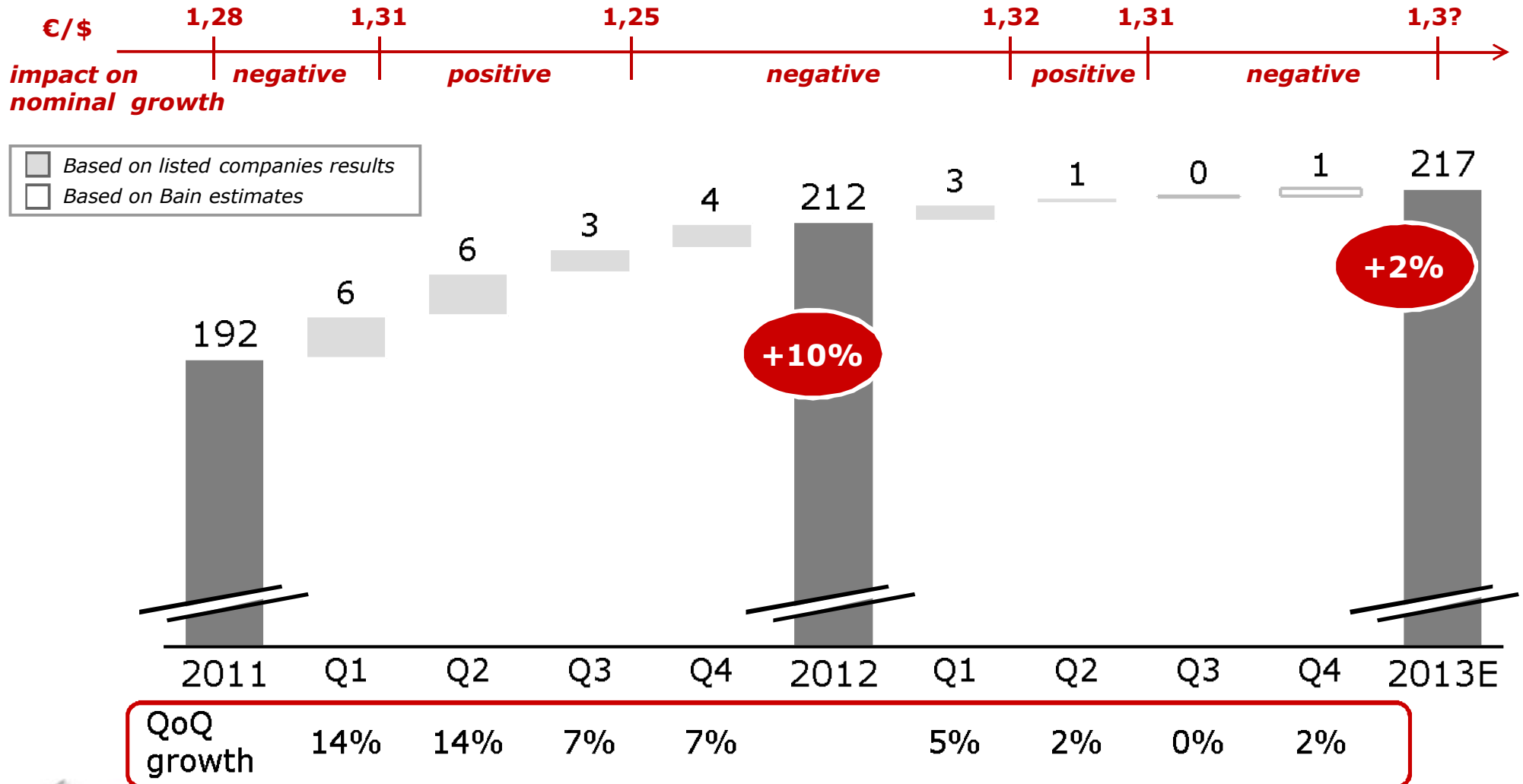
"5 W's" for analyzing 2012-2013 performance



After a first quarter more in line with 2012 holidays, second and third quarter 2013 are close to stagnation



WORLDWIDE PERSONAL LUXURY GOODS MARKET TREND (2011-2013E|€B)



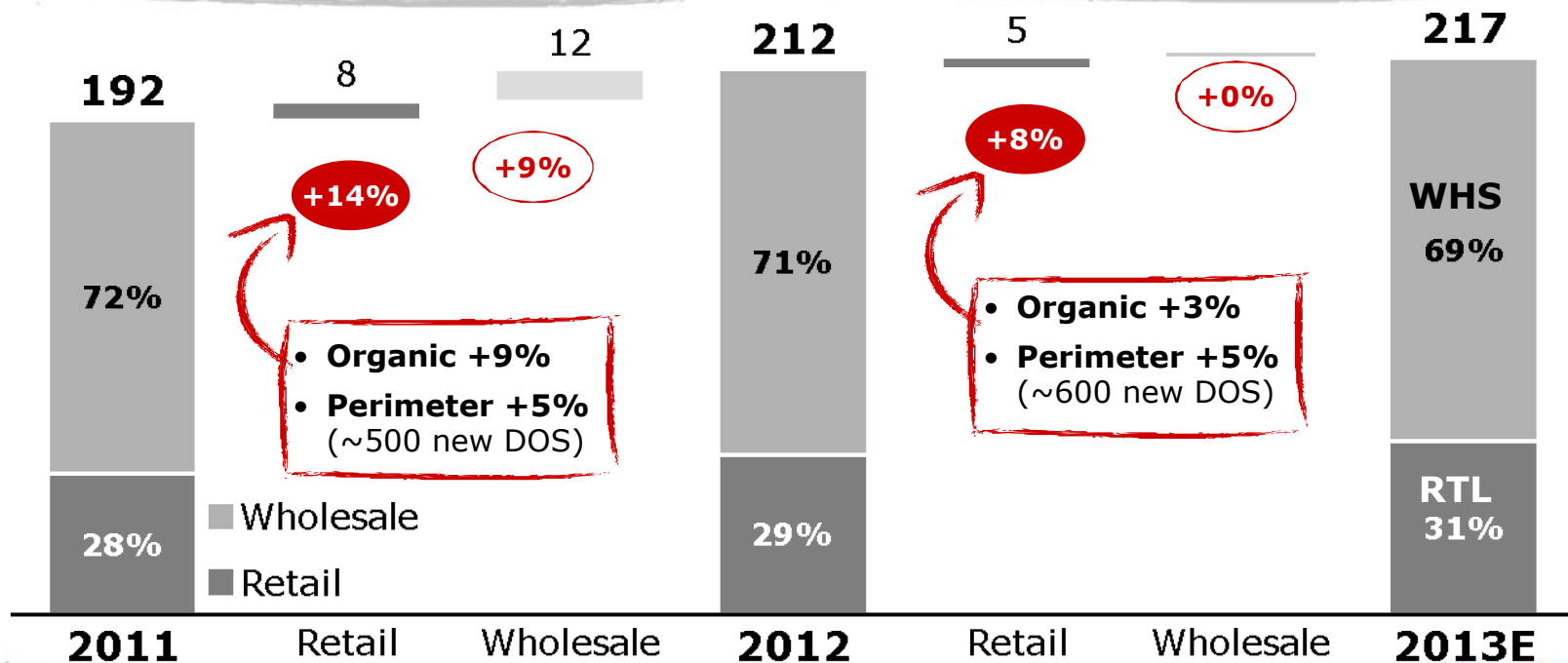
Retail the sole growth driver, despite decelerating organic growth and new focus of perimeter expansion



WORLDWIDE PERSONAL LUXURY GOODS MARKET TREND BY CHANNEL (2011-2013E|€B)

- **Slight slow down** in **new DOS openings**, especially in emerging markets
- Store **renovation/ relocation/ expansion** in **mature markets**

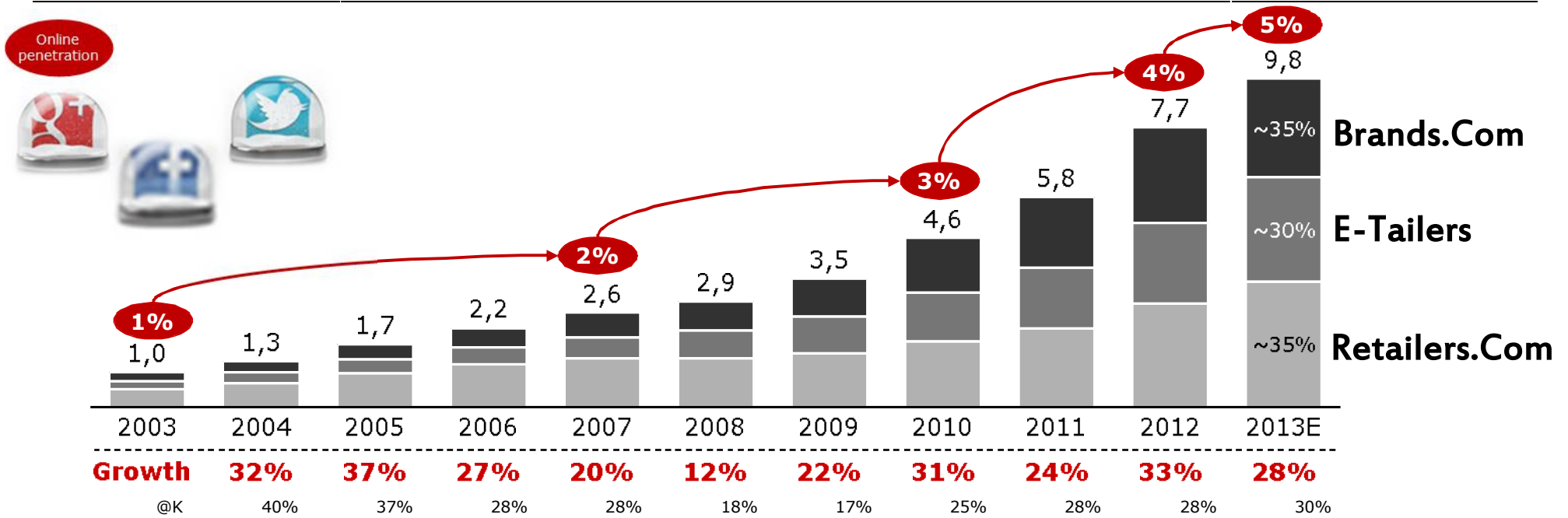
- **Shift of retail strategies**
 - **Strategic maintenance** in **China**
 - **New openings** in **US**
 - **Renovations** in key **fashion capitals**
- **Increasing leverage** of flexible **temporary formats** (pop-up, seasonal)



The unstoppable run of online luxury: 10x in 10 years with brands striving to seize the channel's value



ONLINE PERSONAL LUXURY GOODS MARKET TREND (2003-2013E|€B)



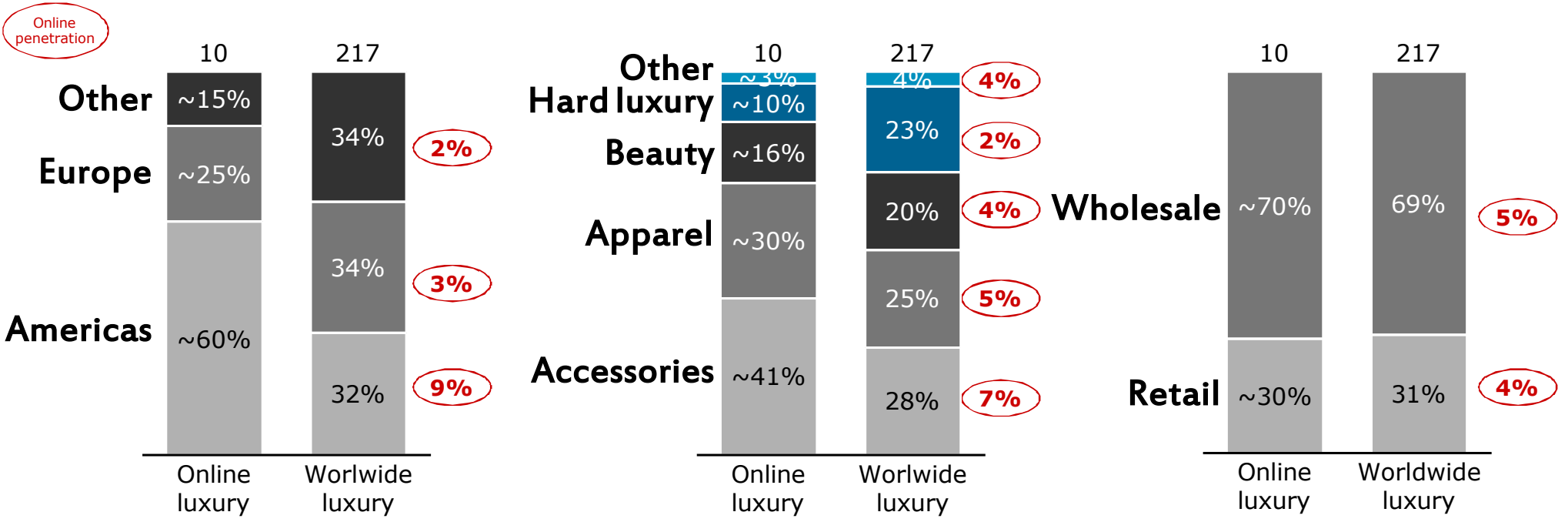
- After years of marginal efforts, **brands are aggressively entering the online arena, leveraging internet for both sales and communication**
 - **Over 5,000** country-based **online stores**
 - However, **40% of brands still do not sell online**
 - **M-commerce represents almost 1/3 of traffic and over 10% of sales for some brands**
- **Off-price segment still represents around 30% of the market, pushed by blossoming flash sales sites and in-season promotions by department stores**



Online wins in US accessories with direct retail leveraged almost exclusively by largest brand



ONLINE VS. WORLDWIDE PERSONAL LUXURY GOODS MARKET (2013E|€B)



- The **online luxury market** is enormously **skewed** to the **US**
 - **US department stores** are **segment leaders**
 - **US brands** represent **over half** of **total brands' sale online**
 - **Some** of the **most relevant web-specialists** are **US-based**

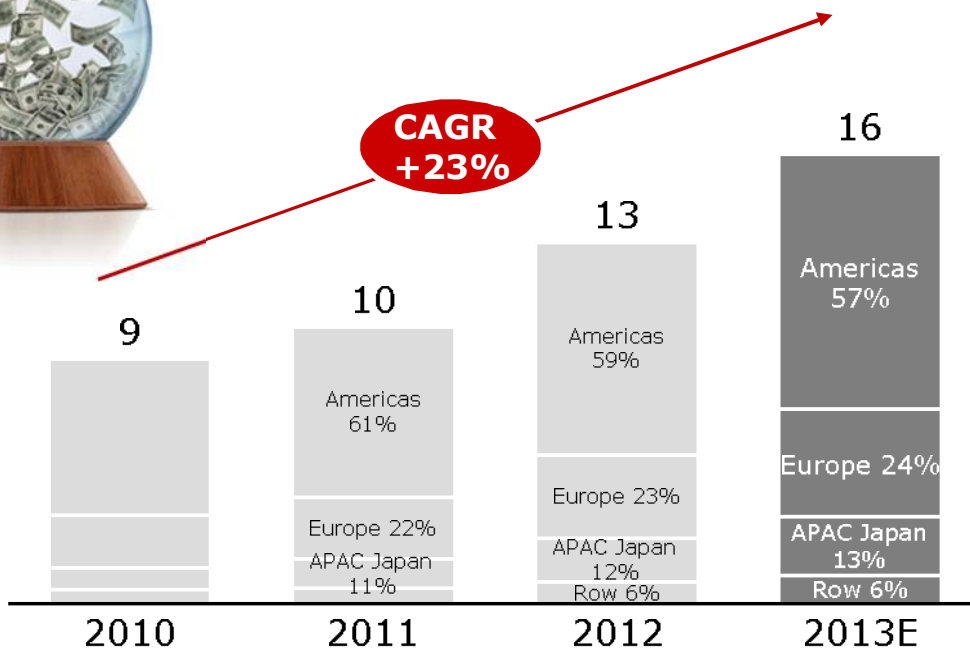
- **Accessories** have the **highest online penetration (shoes above 10%)**
- **Apparel penetration** in **line with overall average**
- **Hard luxury** is **far below average** with **specialist watchmakers almost absent** from the channel

- The **brands** that already **generate critical mass** are **directly managing** their e-com
- With **brands launching e-com** increasingly opting for **internal platforms**, retail is to **increase fast**

Outlets increasingly important as part of the consumer quest for value for money



OFF-PRICE PERSONAL LUXURY GOODS MARKET (2010-2013E|€B)



- **Europe** sustained both by **tourism flows** and **domestic consumption** as a "refuge" from the crisis
 - **Chinese** and **Eastern European** 'bargain trips' boost **Western European outlets**
- **US champion of off-price channel**
 - **US department stores** increasingly focusing on **off-price formats**
 - **Large brands** leveraging outlets to push **ad-hoc collections**
- **International developers** focusing on **Asia (China in particular)** for **new openings**
 - **Locations nearby tier-1 cities**
 - **Tailor-made formats**, evocative of **Western Europe** resort towns

YoY Growth	22%	13%	30%	24%
Growth @ K exch.	16%	19%	24%	26%

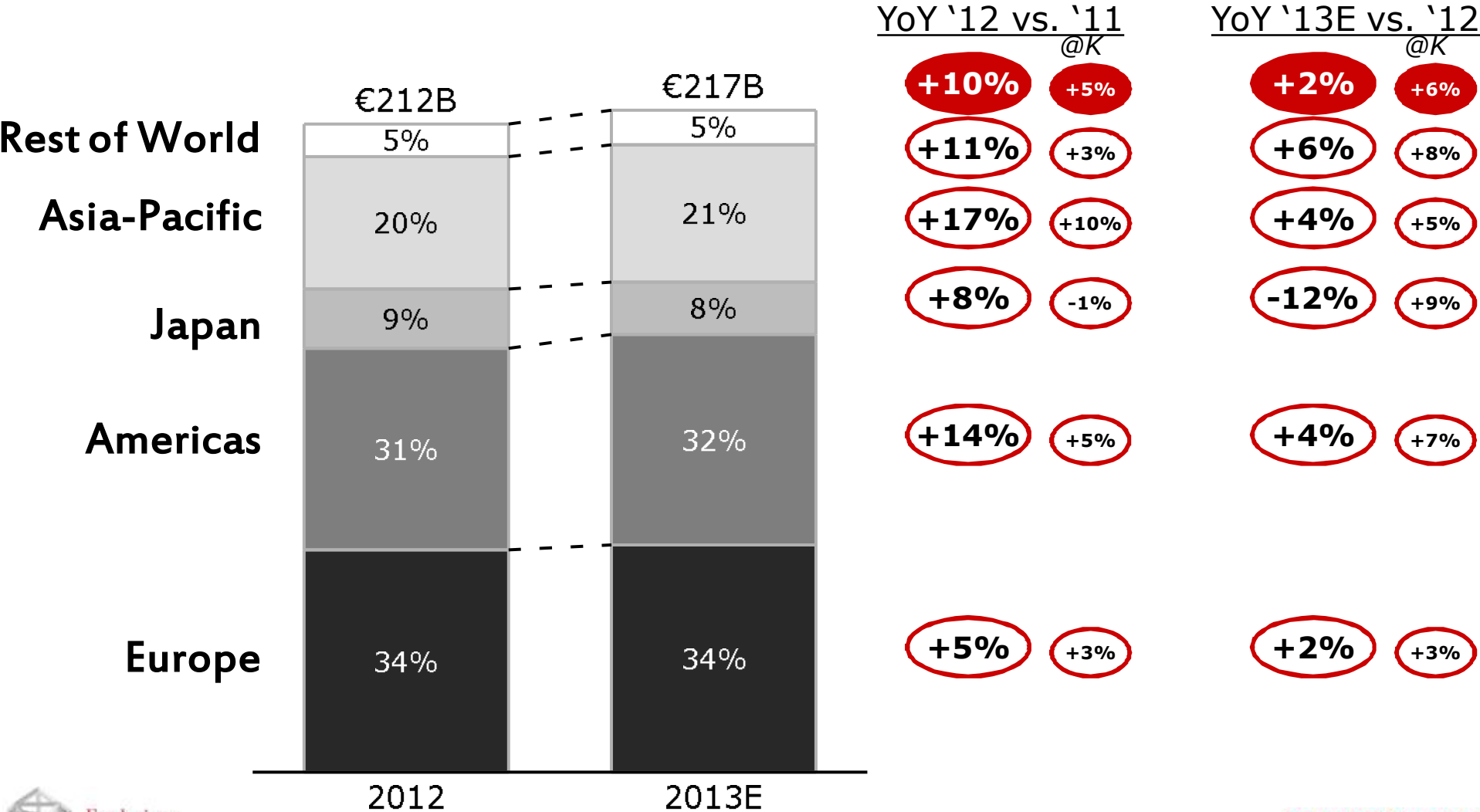
The US is back



In 2013 for the first time Americas surpassed Asia as luxury's main growth engine



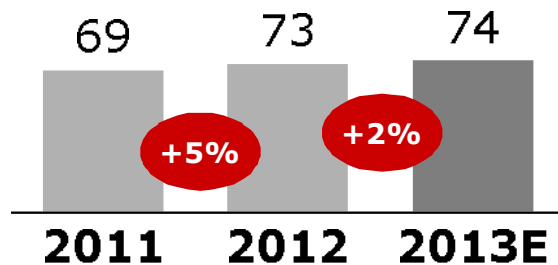
WORLDWIDE LUXURY GOODS MARKET BY AREA (2012-2013E|€B)



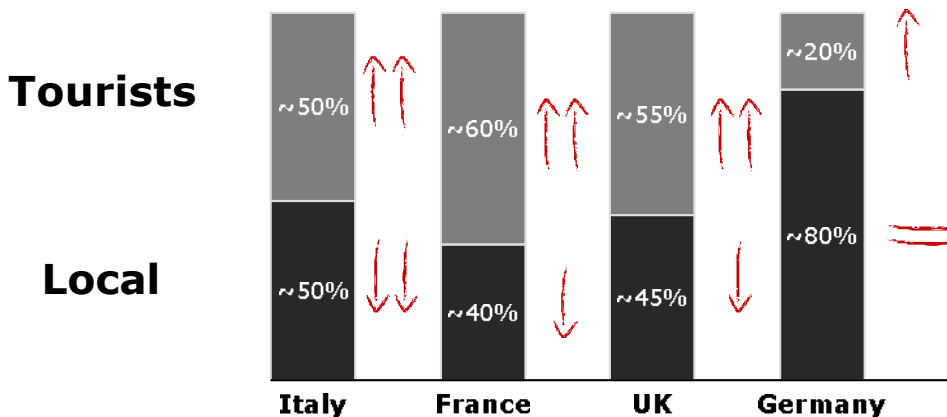
In Europe, increasing touristic flows counterbalance local consumers trading down



EUROPEAN LUXURY GOODS MARKET (2011-2013E|€B)



Share of sales to tourist vs. domestic by European major country (2013E)



- **Local consumers reducing discretionary spending** on luxury due to **increasing local prices**; **tourists maintaining momentum**
 - Locals trading down to **premium apparel brands and retailers**
 - **Simpler visa procedures** for **Chinese** boosting **touristic flows** in **UK** and **Spain**
 - **Slowdown** of **inbound flows** to **Germany**
- **Traditional wholesale channel hit** the hardest by the **crisis** (especially in Italy),
 - **Cautious retail strategy** aims at **pleasing tourists** through **renovations of flagships in top cities**, rather than expanding perimeter
- Most **Eastern European markets stagnating** or **contracting** with the **exception of Russia**
 - **Political and economic instability** negatively affecting domestic luxury shopping
 - **Wealthy customers** increasingly **buying abroad**

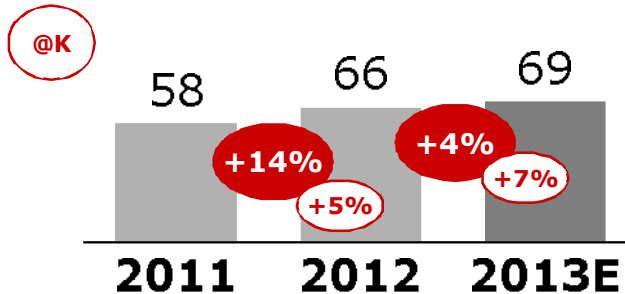
Expansion in 2nd-tier areas in US providing extra room for growth; Japanese yen driving country performance



Americas



American Personal Luxury Goods Market Trend (2011-2013E|€B)

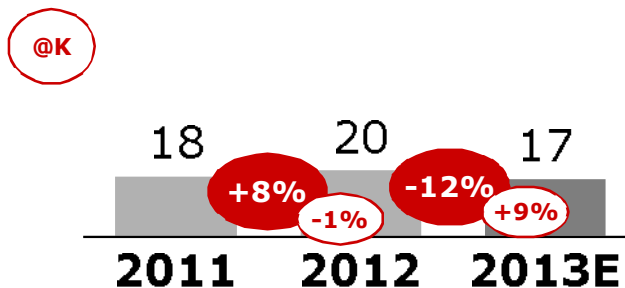


- **US** (~€62,5B) accelerating in real terms in 2013 **from good performance** that started in **2012**
- **Chinese becoming relevant** in Western cities (e.g. Las Vegas, Los Angeles)
 - Many brands redirecting investments to the country, targeting **2nd-tier cities** and **locations**
 - Trend towards **conversion of department stores doors** into **direct concessions**
- **Canada** (~€1,5B) becoming increasingly dynamic with **US dept. stores expected to expand**
- **Latin America** (~€5B) **maintaining growth** in real terms with the **exception of Argentina**

Japan



Japanese Personal Luxury Goods Market Trend (2011-2013E|€B)



- Strong **yen devaluation redirecting consumption locally** but also **strongly penalizing market performance** in real terms
 - **Consumer confidence** at highest levels since 2007, sustaining local economic recovery
- **Department stores** registering **very positive performance** while **historic flagship stores** under renovation
- Luxury brands still **struggling** to capture **changing consumer behavior**, especially younger generations **less attracted** by **traditional luxury brands**

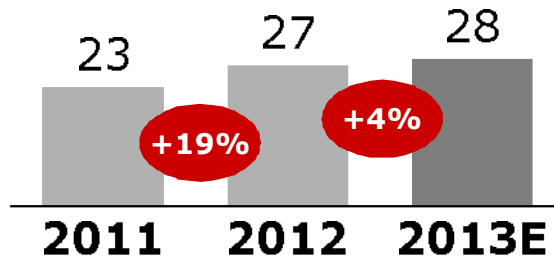


South East Asia consistently outperforming the other Asian markets sharply reducing growth



Greater China

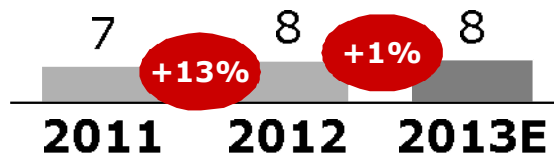
Greater China Personal Luxury Goods Market Trend (2011-2013E|€B)



- **Mainland China further slowing down** with brands that entered the market years ago starting **network maintenance**
- **Hong Kong and Macau benefiting** from further **increasing tourist flows** and new **retail developments**
- **Taiwan increasingly challenging**

South Korea

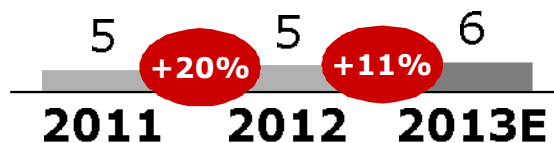
South Korean Personal Luxury Goods Market Trend (2011-2013E|€B)



- **Internal consumption slowing down** since the **last quarter of 2012**
- **Cosmetics** still the **best performing category**
- **Sharp reduction of Japanese tourists** due to yen devaluation, only partially **offset** by **growing flows from China pushing duty-free sales** since the second quarter of 2013

S.E. Asia

South East Asian Personal Luxury Goods Market Trend (2011-2013E|€B)



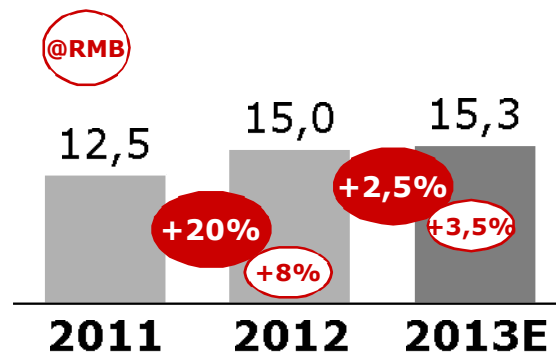
- **Singapore** still the **key regional hub**
- **New markets** (Malaysia, Indonesia, Thailand, Vietnam) **increasingly relevant** both for **domestic spending** and **tourist flows**, especially during **Chinese Golden Week**
- **International brands** planning more **direct presence** in **Malaysia** and **Indonesia**



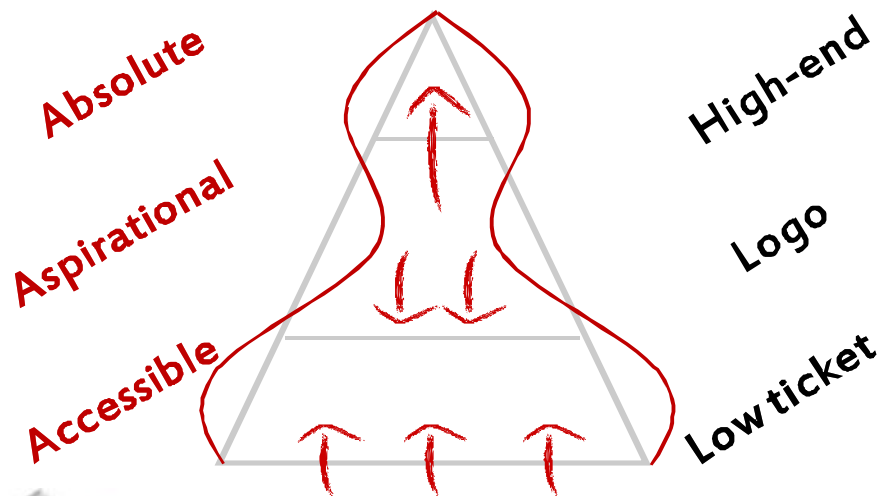
Mainland China becoming more challenging as consumers become more sophisticated



MAINLAND CHINA LUXURY GOODS MARKET (2011-2013E|€B)



China Personal Luxury Goods Market
by Segment Trend (2013E)



- **Further slowdown of real growth**, highlighted in 2013 by currency fluctuations
 - **Government crackdown** on public officials spending in luxury and **anti-corruption** campaigns still **negatively affecting gifting**
 - **Chinese consumers increasingly buying luxury goods abroad** (Hong Kong, Macau, Europe, Middle East, US West Coast): **limited impact of price increase policies** in Europe
- **New channels rapidly emerging**
 - **E-commerce** growing **double digits**
 - **Multi-brand formats** starting to blossom (mainly Asian and European department and concept stores) as well as **premium outlet centers**
- **Polarization of consumers attitudes:**
 - **Booming high-end** and **sophisticated luxury**
 - **Logo fatigue:** aspirational consumers shifting to more **accessible luxury-premium** brands, benefitting also from **rise of new middle class**

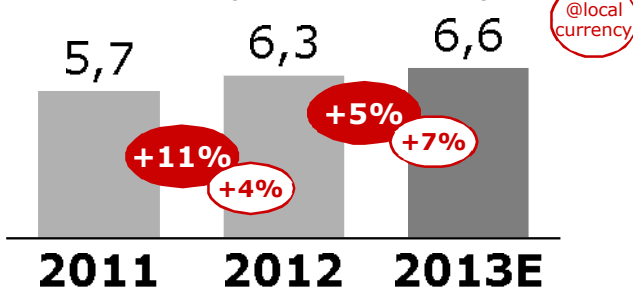
Relevant untapped potential in other "new" markets



Middle East



Middle Eastern Personal Luxury Goods Market Trend (2011-2013E|€B)

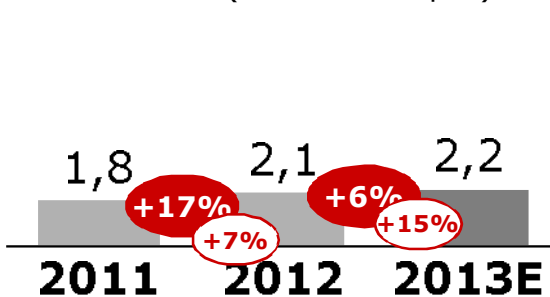


- **Dubai still the top luxury hub** for the region, further boosted by increasing spending of **tourists** (now also from China)
 - **Dubai Mall** has **higher traffic** than **NYC**
- **Saudi Arabia** (2nd largest market) **gaining share** in the Region

Australia



Australian Personal Luxury Goods Market Trend (2011-2013E|€B)

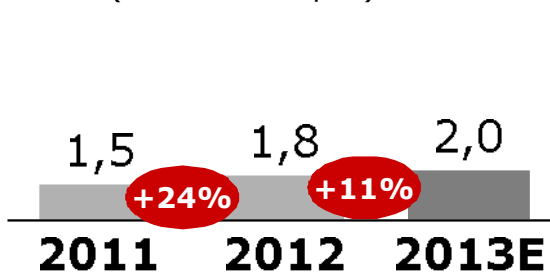


- **Growing consumer base** with **increasing appetite for luxury**
 - **9th highest concentration** of **HNWI's** with young generations more incline to indulge in luxury
 - **High-end touristic destination** now increasingly attracting **Chinese flows**
- **Network expansion** of **international luxury brands** still focusing on **key cities**

Africa



African Personal Luxury Goods Market Trend (2011-2013E|€B)

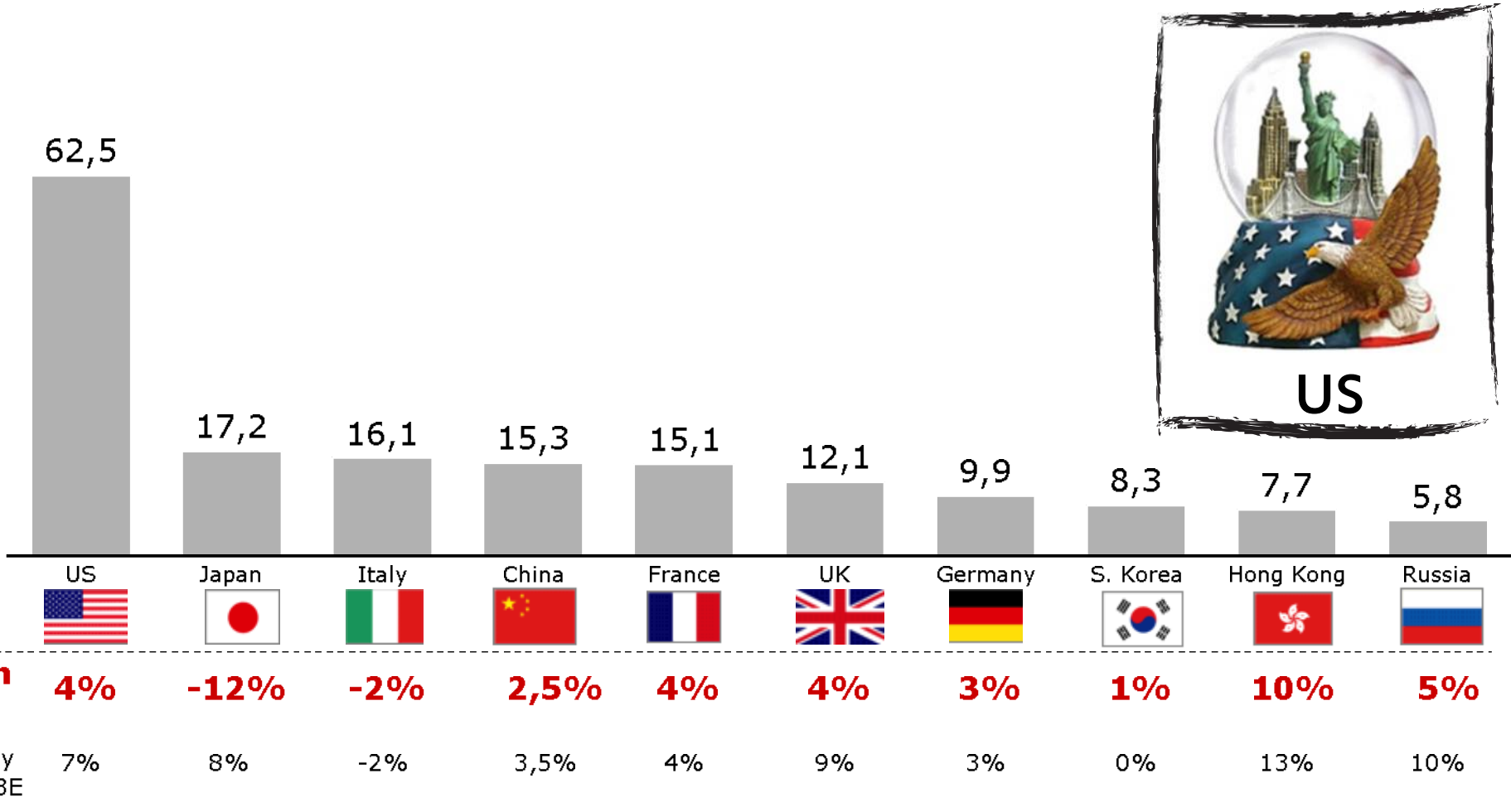


- With China slowing down, **Africa** is now poised to become one of the **fastest growing economies**
- **Luxury sales** are still very **concentrated** in **South Africa** and **Morocco**, but **brands** are **starting to expand** in new markets (e.g. Angola, Nigeria)

Mainland China surpassing France, gaining a 4th position globally, just slightly behind Italy



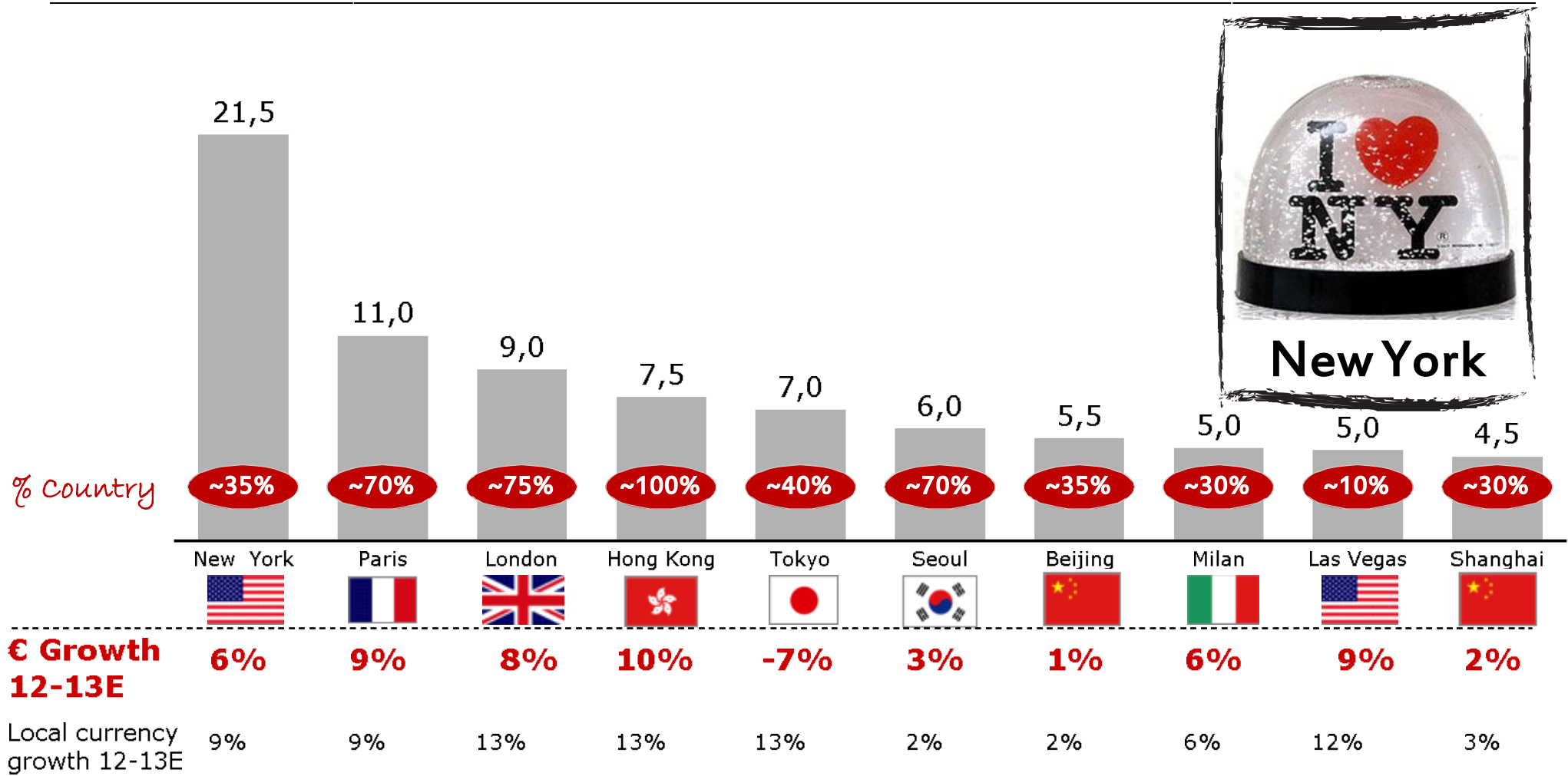
PERSONAL LUXURY GOODS – TOP 10 COUNTRIES (2013E|€C)



New York, Paris and London leading the league; Hong Kong the top Asian luxury hub



PERSONAL LUXURY GOODS - TOP 10 CITIES (2013E|B€)



New York

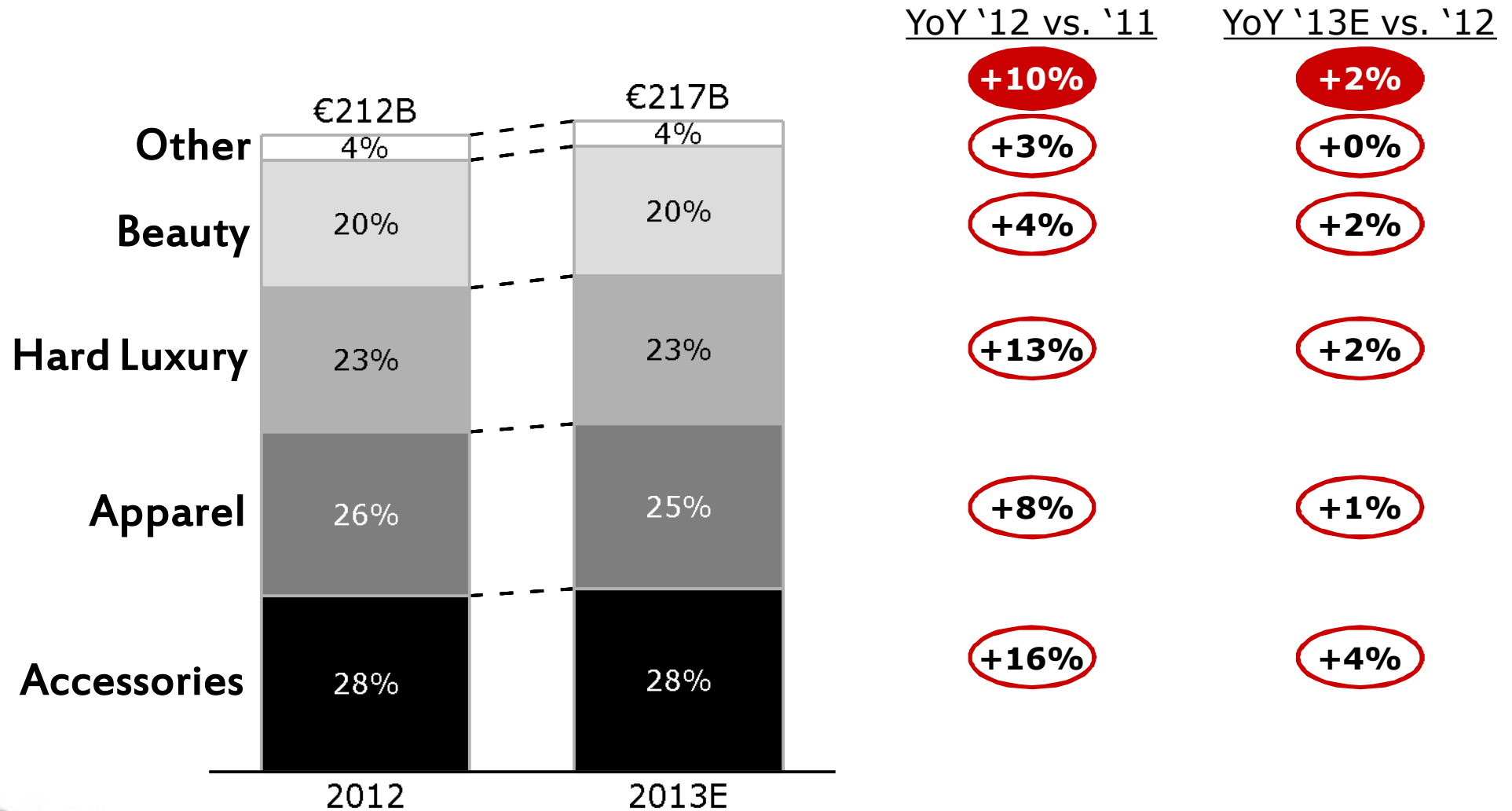
Leather and accessories: resilient champions



Accessories established as the number one personal luxury category in 2012-2013



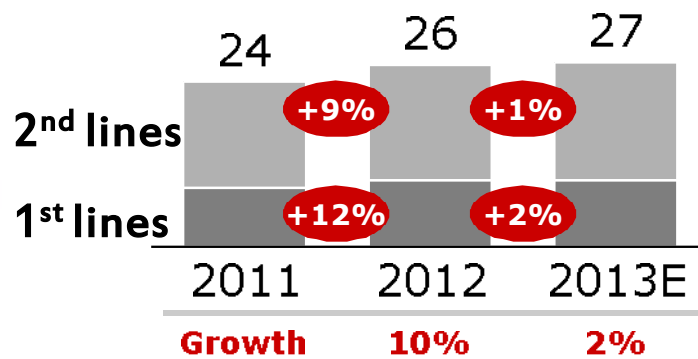
WORLDWIDE LUXURY GOODS MARKET BY CATEGORY (2012-2013E|€B)



High-end segment outperforming in apparel with casual categories reinterpreted in luxury tones

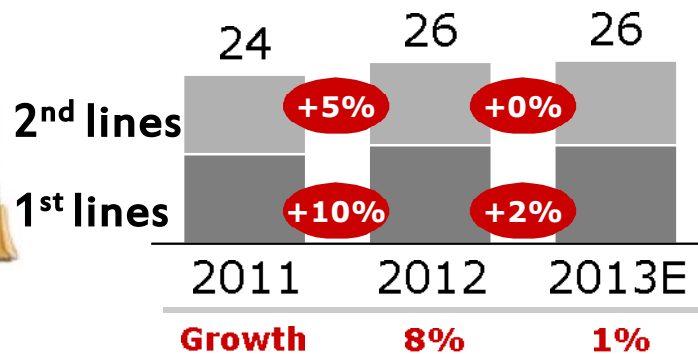


Men's RTW



- **Men's is outperforming women's** in most markets, **but** sharply **decelerating** in **Mainland China**
- **Super-performance** of **high-end segment** in all its different shades: **made-to-measure** and **sartorial**, **absolute luxury** and **first lines**
- Growing importance of "**1st line sportswear and denim**" and **deployment of technical fabrics** beyond sportswear and outerwear

Women's RTW

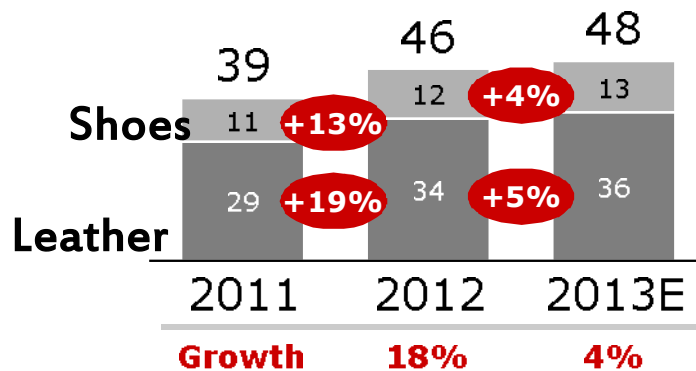


- **Down-trading** in **mature markets**, with more impact from the **competition** from **premium brands** and **apparel retailers**
- **Denim performing very well** also in women's RTW but with **few 'killer brands'** **renowned** for their **fit**, key purchasing driver for the target
- **Furs** and especially **fur-wear and fur accessories continuing their run** after 2012 re-launch

Leather goods leading the way with the sharpest uptrading ever experienced in the industry

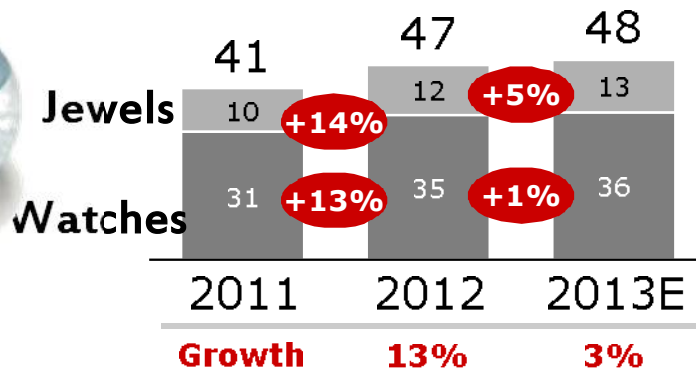


Soft accessories



- **Leather goods** are **consistently** the **fastest growing category** in luxury
 - **Men's** growing double digit
- **2013** is witnessing the **strongest focus** on '**ultimate luxury**' with **precious skins** ruling
 - Top players investing in leather suppliers and animal farms to face scarcity of rare raw materials
- **Shoes** represent one of the **fastest growing categories** with both **men's and women's** registering **solid performance** driven by **specialist players**

Hard Luxury

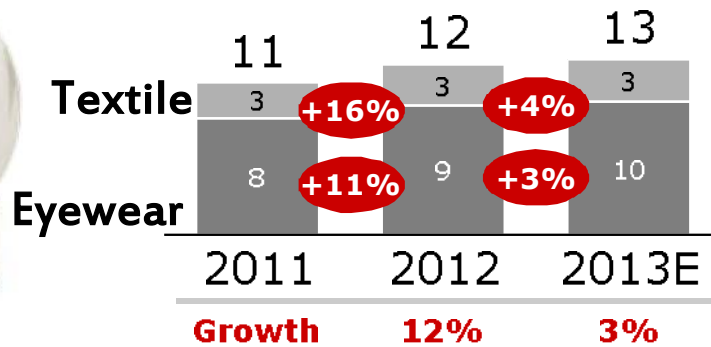


- **Strong polarization:** both **high-end jewelry** and **affordable** growing significantly
 - Silver and costume jewelry from **fashion brands** performing very well, leveraging growing middle class in emerging markets and **fashionization** of jewelry that turns the latter ever more into a fashion item
- **Watches slowing down in real terms**
 - Over-exposed brands suffering in Mainland China
- **Accessible watch segment** showing the **highest dynamism**

Entry-to-luxury product categories performing well with textile accessories and eyewear very dynamic

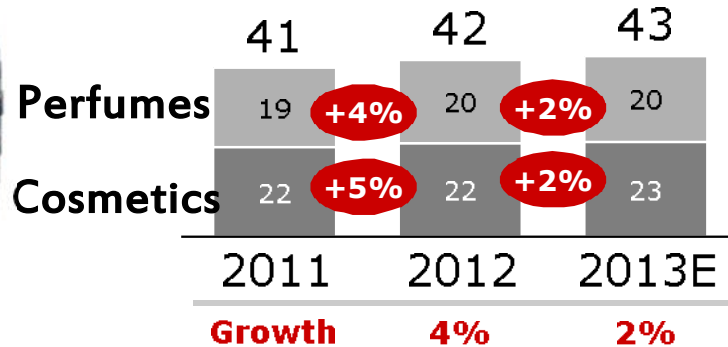


Textile & eyewear



- **Textile accessories 2nd fastest growing category** thanks to **low relative average ticket** and **gift-related nature**
- Next to **highly iconic brands**, many **others** are increasingly **leveraging textile** as a **traffic builder** in their stores
- **Fashion eyewear** increasingly **focusing on frames** beyond **sunglasses**
- **Eyewear specialists and house brands** make up a **large portion** of the **market** and outperform fashion brands
 - **Absolute/niche players** showing highest growth

Beauty



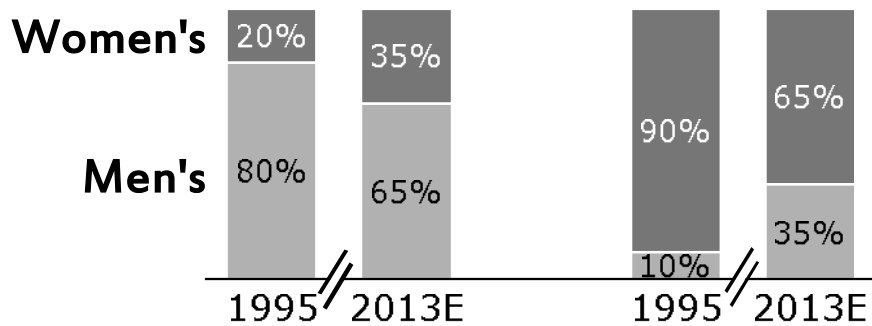
- Overall **beauty market suffering in Europe** with UK and Germany notable exceptions
 - **Lower average price** due to **increasing promotions**
 - **New launches** a **key growth driver** for **perfumes** and **skincare**
- **Absolute segment outperforming in perfumes:** high concentration (price 150€+) growing double-digit, approaching triple-digit
- **Color cosmetics** experiencing **several successful new entries** from **fashion brands**

Feminization of men and "men-ization" of women in luxury



LUXURY GOODS MARKET BY GENDER (1995-2013E|€B)

Product categories



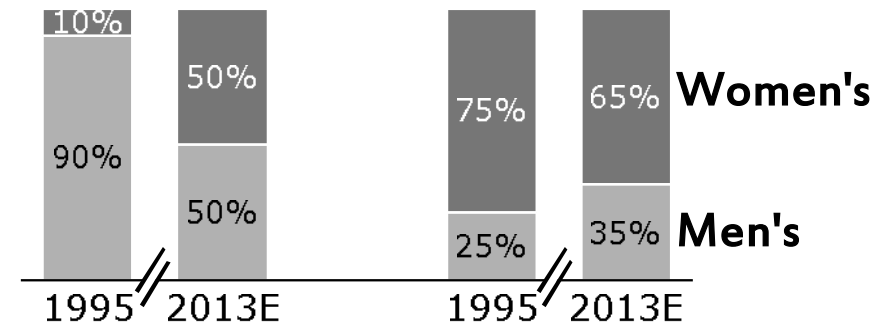
Watches

Leather goods

- **Categories** are **reshuffling typical targets...**

- **Women** are buying more complex **watches**, while **men's purses** are a new overwhelming phenomenon in leather goods

Geographies



Chinese market

European market

- **...markets see new leading actors**

- **Women** are ever more empowered in **emerging markets** while **men** in **mature markets** are approaching luxury goods more and more

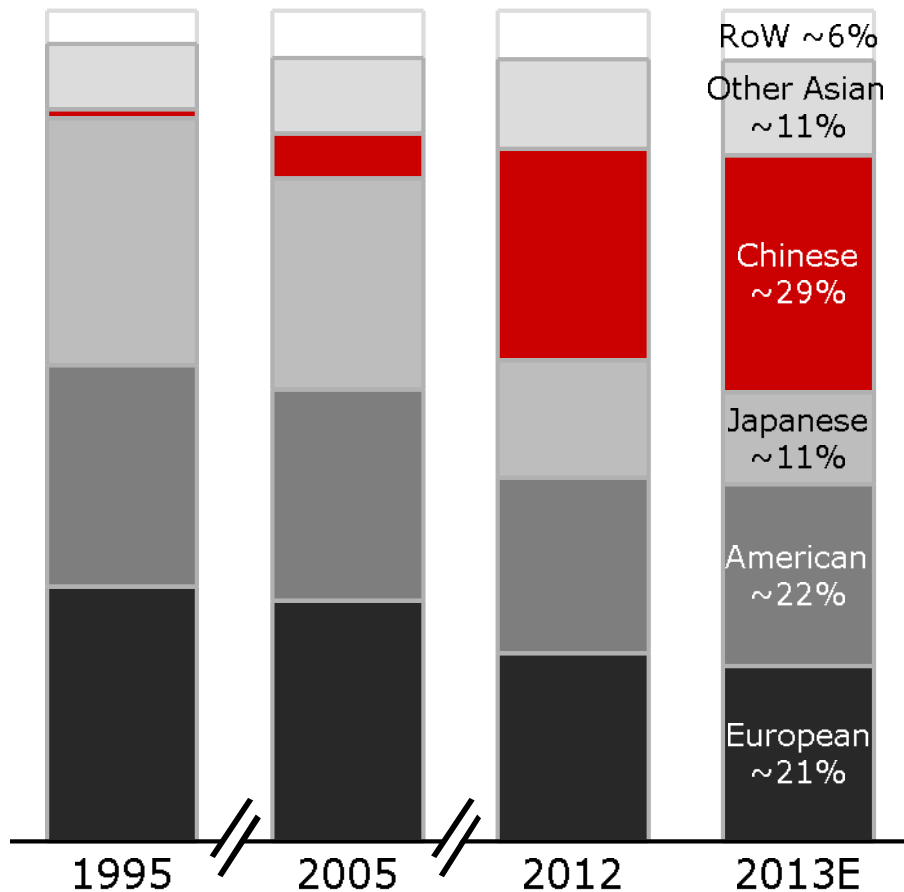
Men (40% of the market) and women (60%) in luxury seek what the other has, in a dynamic game that is reshaping the industry rules



Chinese consumers heading to become nearly one-third of the luxury market



LUXURY GOODS MARKET BY CONSUMER NATIONALITY (1995-2013E|€B)



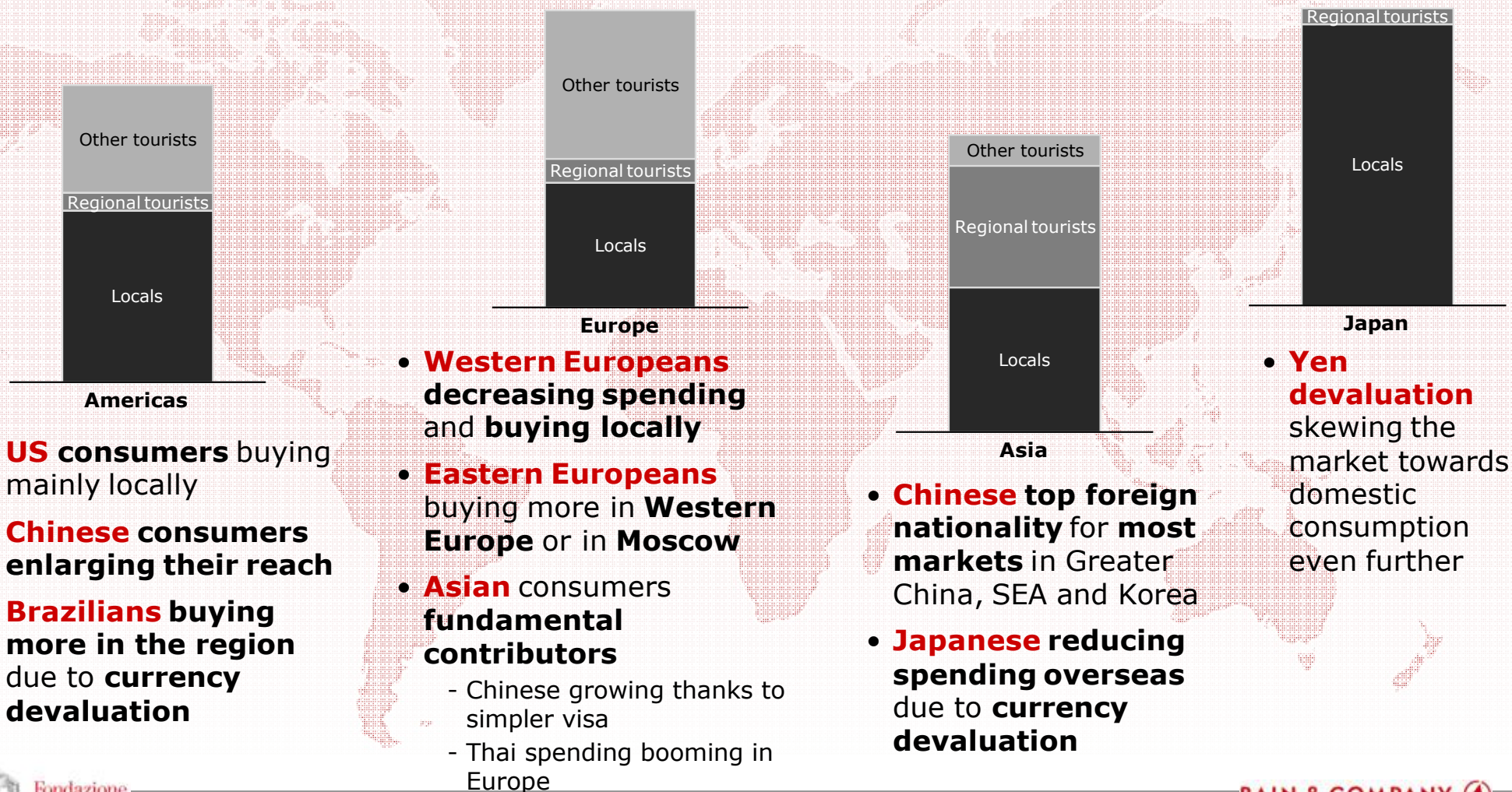
- **Chinese growing the most**, on target to represent one third of the market, by
 - **Sustaining domestic market** (captive)
 - **Boosting** performance of satellite **Hong Kong** and **Macau**
 - **Replacing** decreasing **Japanese** spending in **South Korea**
 - Maintaining **relevant spending** in **Europe** with **new paths** (i.e. UK and Spain new simpler visa procedures)
 - Increasingly **exploring** the **US West Coast** (e.g. Los Angeles and Las Vegas)
 - **Providing extra momentum** to other shopping destinations like **UAE, SEA** and **Australia**
- **American spending growing** both **domestically** and **overseas**
- **Western European spending** in **contraction**, not offset by **Eastern European** which is **growing at only single-digit**
- **Japanese spending** in **contraction** due to **currency devaluation**



With the exception of Japan, China and South America, all markets are now driven by touristic spending



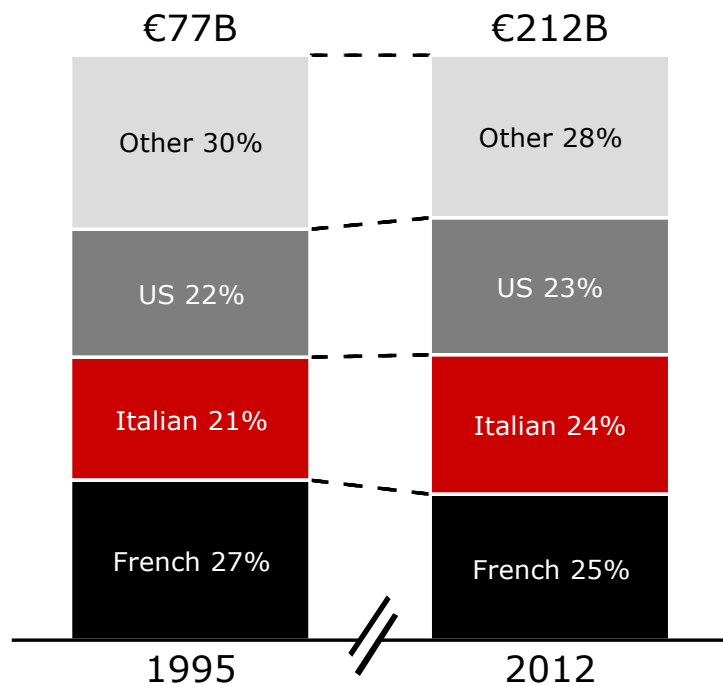
LUXURY GOODS MARKET BY CONSUMER NATIONALITY (2013E|€B)



Luxury market is in the hands of the same three key nationalities in terms of brands and owners

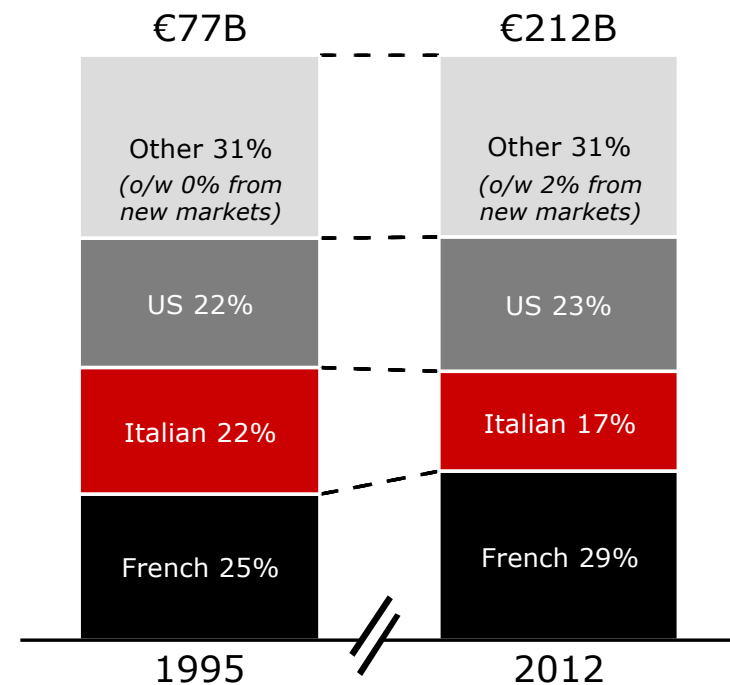


LUXURY GOODS MARKET BY BRAND NATIONALITY (1995 VS. 2012|€B)



Italian brands have gained the largest share...

LUXURY GOODS MARKET BY OWNER NATIONALITY (1995 VS. 2012|€B)

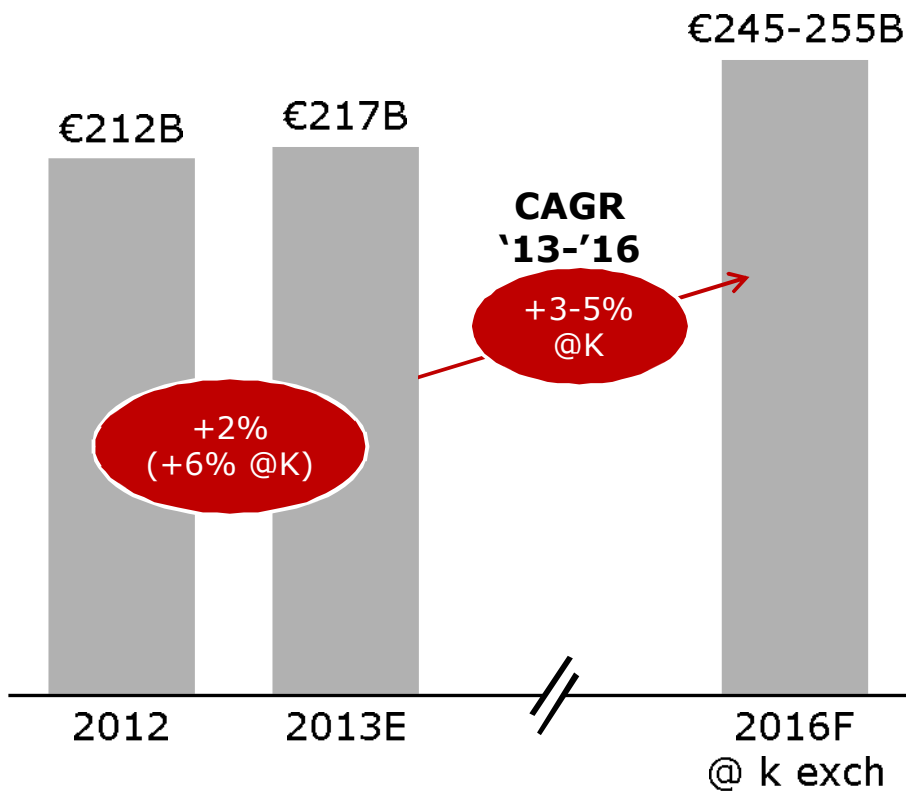


...but French players have acquired most of them



Healthy expectation for the medium term

LUXURY GOODS MARKET TREND



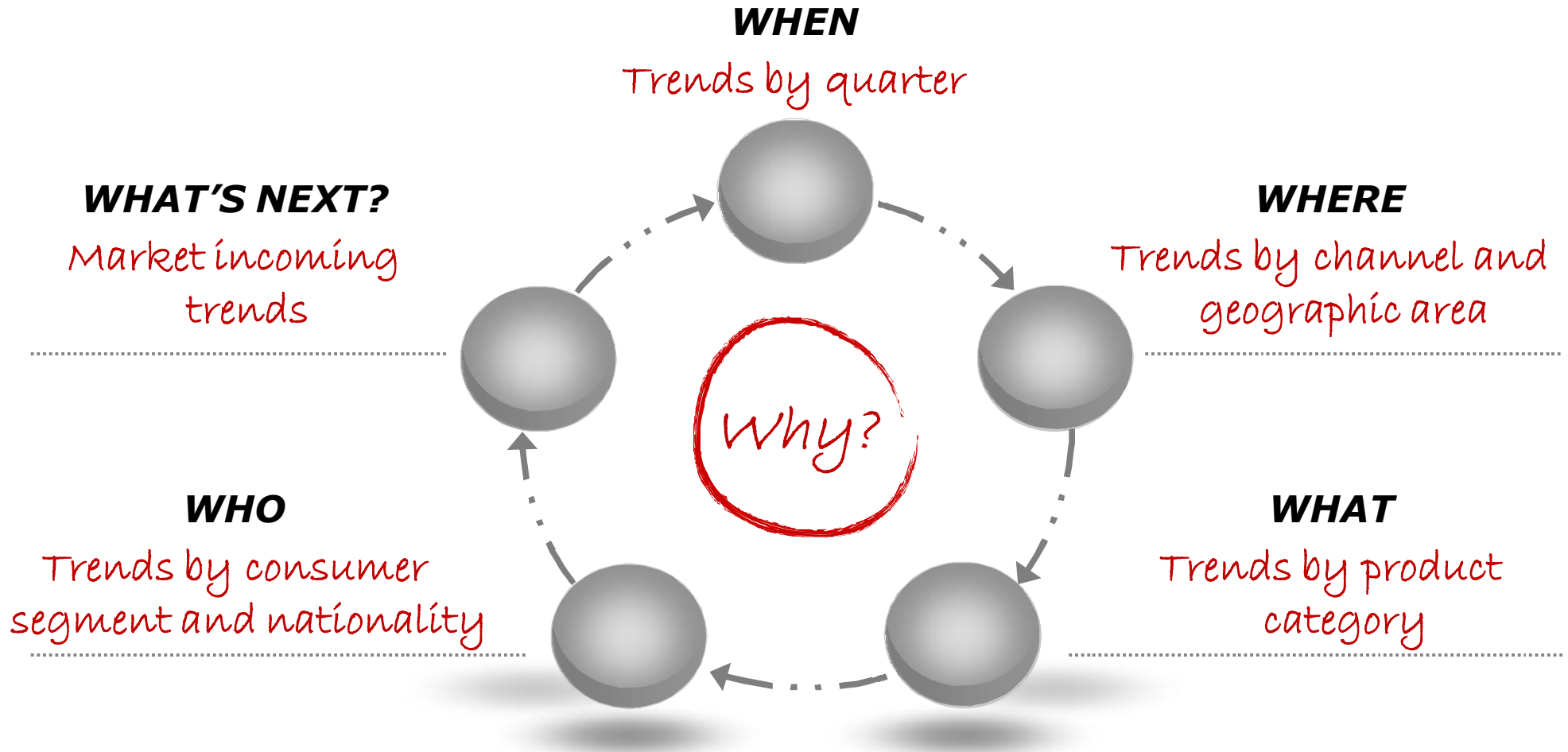
KEY TRENDS

- **China becoming a mature market** with consolidating growth rates
- **New emerging countries** arising on the luxury stage aiming at **retracing China extraordinary growth path**
- **Confidence** in **steady performance** of the **US market**
- **Question mark** on **Japan** and **Japanese performance** due to the strong impact of currency fluctuations

Chinese consumer reinforcing their position as first nationality worldwide, ensuring, together with new emerging markets, an enlarging consumer base



An additional "W" is fundamental to the outlook



So...what's happening?



- **Luxury** is experiencing a **slowdown across the board**
 - **Travels, self-indulgence** and '**accessorization**' drive positive growth of **hotels, food & wines, cars** and **personal luxury**
- **It's all about consumers**, much **less** about **markets**
 - **Chinese** confirmed as **top** and **fastest growing nationality** despite significant **deceleration** of **domestic consumption**
- **The higher, the better...much better!**
 - **Absolute, high-end** and **niche** segments consistently **outperforming the market** across products, from **men's made-to-measure**, to **precious-skin leather goods**, to **high-end jewelry**, to **high concentrations** of **perfumes**
- **Brands** finally starting to **embrace** the **digital revolution...**
 - **Increasing leverage** of **online** channel, **growing investments** in **digital communication** and deeper **integration** of **digital** (devices) in the **products**
- ...already **consolidated** in the **consumer mindset**
 - Consumers approach luxury as **integrated omnichannel**, browsing online and buying in-store or vice-versa, increasingly asking for more (content, product, education, assortment)

The industry is becoming more challenging. Companies who lag behind on strategic imperatives will lose the momentum



Luxury consumption spans across several categories



Global luxury growing 6% vs. 2012



WORLDWIDE LUXURY "MARKET OF THE MARKETS" (2013E, €B)



**Growth
12-13E**

2%

6%

9%

8%

3%

0%

0%

6%



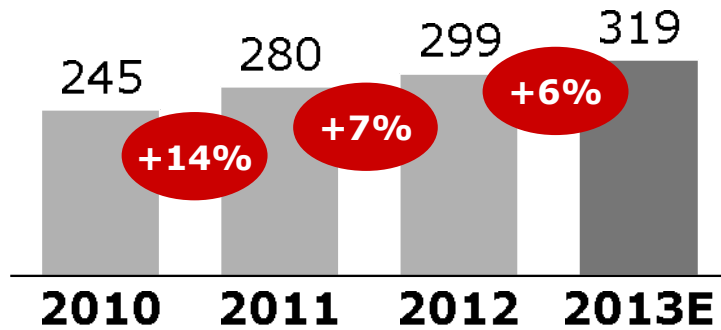
Fondazione
Altgamma

BAIN & COMPANY

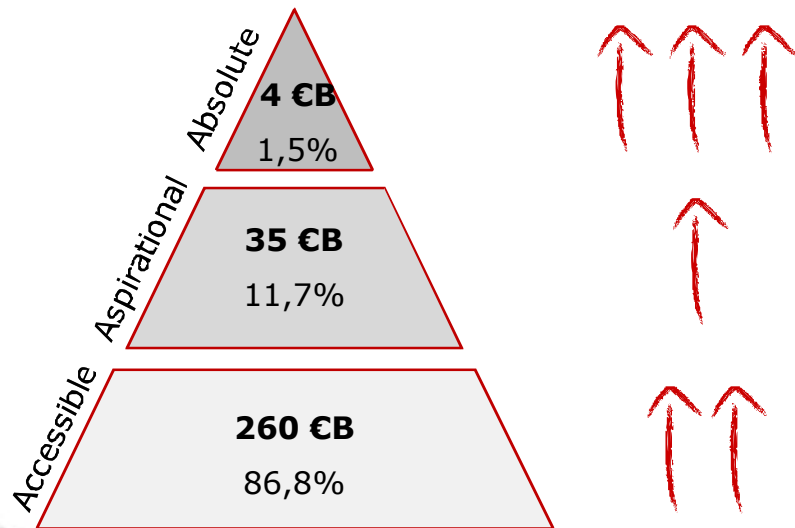
Luxury Cars keeping pace in 2013 with the "supercar" segment still outperforming



Luxury Cars Market Trend (€B)



Trends by Segment (2012)



Key Industry Macro-Trends

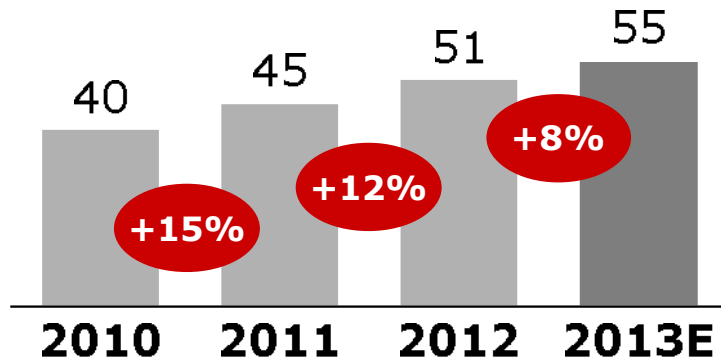
- 2013 luxury car market posted a solid growth, driven by **new markets** - Brazil, India, Middle East and China (even if decelerating) - especially in the "**supercar**" segment
- **Shorter life-cycle** solicits intensive R&D investments in new models/variants
- "**Eco-friendly**" - "**always connected**" cars:
 - **Downsizing:** "bigger is better" is no more the mantra for luxury cars
 - **Hybrid cars:** combining high performance with low emissions aiming to attract wealthy but ethical consumers
 - **Go electro:** luxury electric cars gaining market share, especially in US
 - **User-centric connected** vehicles able to incorporate the overall digital lifestyle
- Digital and social media leading to **virtual word-of-mouth** are increasingly important drivers of decision making



"Sky is the limit" in spirits while wine moving towards entry-to-luxury products



Luxury Wines & Spirits Market Trend (€B)



Trends by Segment



Key Industry Macro-Trends

WINES

- In traditional **European markets, price-conscious consumers** have sought to explore the value of **entry-to-luxury wines**
- Big **champagne brands under pressure** in traditional markets, being challenged by **more affordable wines** (e.g. Prosecco, Franciacorta)
- Budding demand uncovered in the world's emerging markets of **Russia, Brazil, China, Mexico and Nigeria**

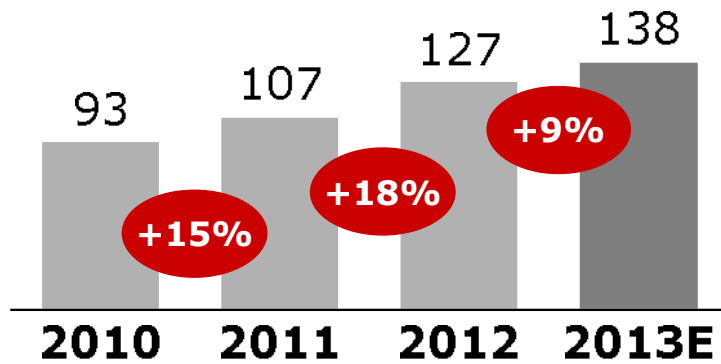
SPIRITS

- **Continuous up-trading** towards **luxury and super luxury** products
- **BRICs, Eastern Europe, LATAM and MEA** becoming high growth markets due to **liberalization** of trade norms and **rising income** level
- **Innovation** as mantra in the sector: **redefinition of the core** – creation of **new blends, formats and targeted products**

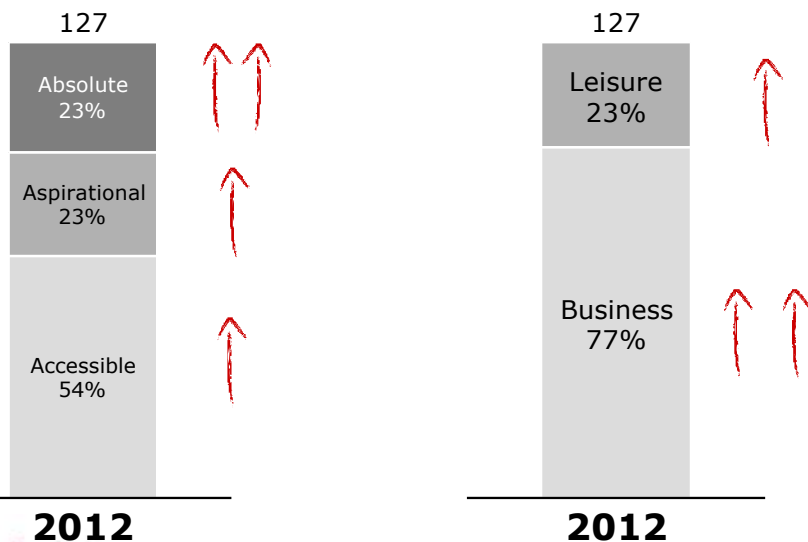
Healthy growth in luxury hospitality although capped by US\$ devaluation



Luxury Hôtellerie Market Trend (€B)



Trends by Segment



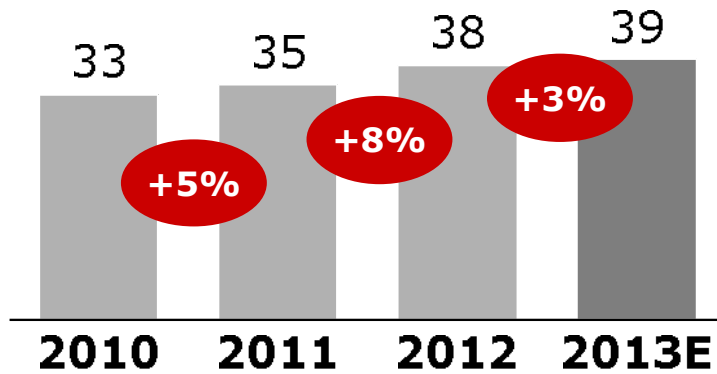
Key industry Macro-Trends

- **Overall market decelerating after 2012 rebound** mainly due to US\$ devaluation (11% growth at constant exchange rates)
- **Business** segment driving growth, with strong preference for **absolute luxury** hotels
- Revenue per available room improving driven by **strong occupancy** (above prior peak) and **higher average daily rate**
- **Supply** expected **to be almost flat** also as a result of **renovations**
 - **China slowing down**, with cities such as **Beijing and Shanghai** already **over-supplied**
- **Key trends in the sector**
 - "**Back home**": next generation of wealthy travelers will increasingly ask for a room experience that reminds them their own home
 - **Digitalization**: iPads and touch screen phones from which guests can control the entire room
 - **Spas and fine dining** (e.g. Michelin-starred) to become an important differentiator

In-home consumption driven by healthy food. Restaurants still in a weak phase



Luxury Food Market Trend (€B)



Trends by Segment



Key Industry Macro-Trends

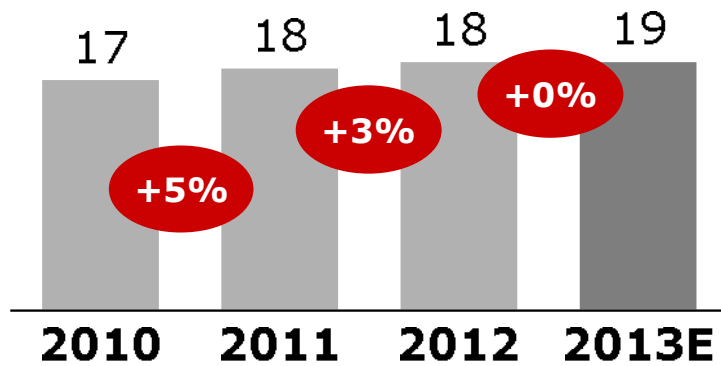
- Luxury restaurants **still suffering**
 - **Value-for-money first:** restaurants are increasingly canny about giving good value rather than risk raising menu prices
 - **Shift to fine in-home dining:** use of pre-prepared fresh ingredients to create restaurant-quality meals at home increasingly overcoming restaurants
- Beverages **gaining market share**
 - **Bottled water** best performer in the global beverage marketplace as a healthy alternative to carbonated soft drinks
- Gourmet food: **healthy but flavorful**
 - **Localized eating:** food to come from walking distance
 - **Healthy food:** such as gluten-free items, organic products and vegan food
 - **Ethnic tweak:** discover the flavor possibilities of global ingredients beyond traditional roles in "ethnic" cuisine



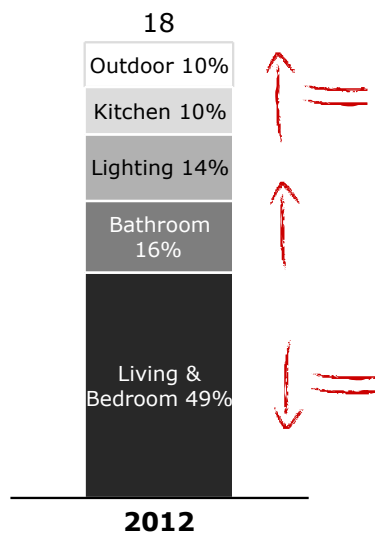
Design Furniture market stable, suggesting a net downward trend



High-End Furniture Market Trend (€B)



Trends by Segment



Key Industry Macro-Trends

- Design furniture market in a **slow downward trend**
 - **Lighting** segment outperforming other categories
- Market **supported by new channels**
 - **Contract:** yachts, hotels and luxury residences are **increasingly interesting for design brands**
 - **Online:** dedicated platforms **to shorten route-to-market**
- **Export and new markets:** with declining European domestic consumption, **export is crucial to offset crisis**
 - China and Russia are the most attractive markets pushed by strong real-estate
- **Macro-trends** in the sector:
 - **Entry price:** simplified collection and/or more affordable raw materials to introduce **entry price lines** of high-end design brands
 - **Go green:** environment sustainability as a **key theme in new collection development**
 - 100% biodegradable plastic
 - LED-based lighting



Good performance of the Lighting sector pushed by LEDs technology innovation



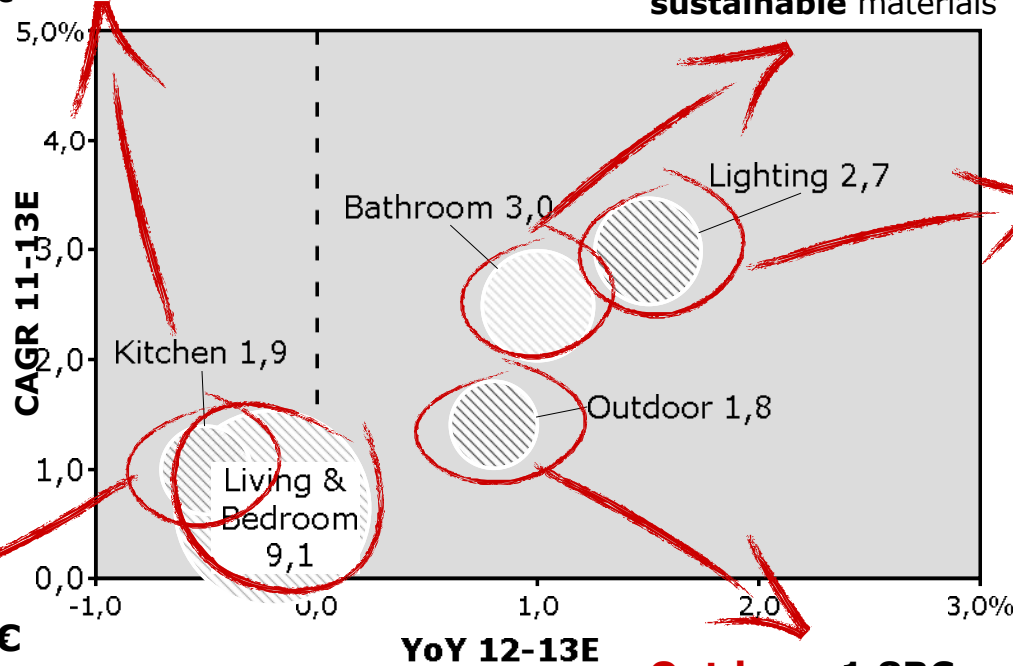
MARKET GROWTH BY PRODUCT SEGMENT, 2011-2013E (%)

Living & Bedroom: 9,1B€

- **Strong relationship with fashion:** new brands entering the category
- **Hotel inspiration,** turning bedroom into a relaxing suite

Bathroom: 3,0B€

- New partnerships **with famous designers and architects**
- **Green vocation** aiming to use **precious but sustainable** materials



Lighting: 2,7B€

- **LEDs market still registering a boom** also driven by **lower prices** (~ down 50% in two years) and **higher efficiency**
- **Incandescent** lights constantly **losing market share**

Kitchen: 1,9B€

- Strongly related to real estate **activity,** and **still suffering in Western Europe**
- **Major trends:** earth friendly, high tech, colorful, designed for fresh, healthy food preparation

Outdoor: 1,8B€

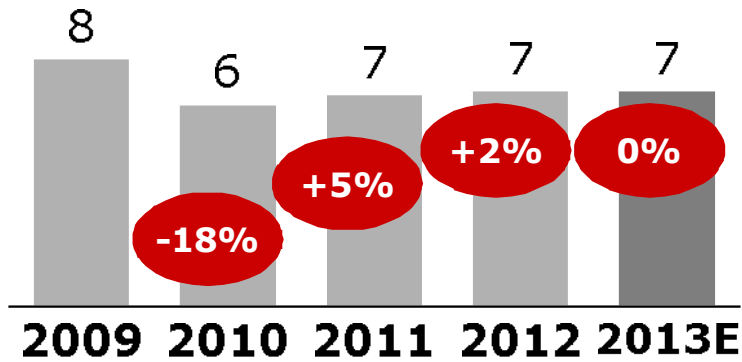
- **Outdoor** becomes a **natural extension of the house,** incorporating seat walls, water features, ...
- **Lower investments required** vs. internal design



Yachts market flattening, with positive signs from emerging markets



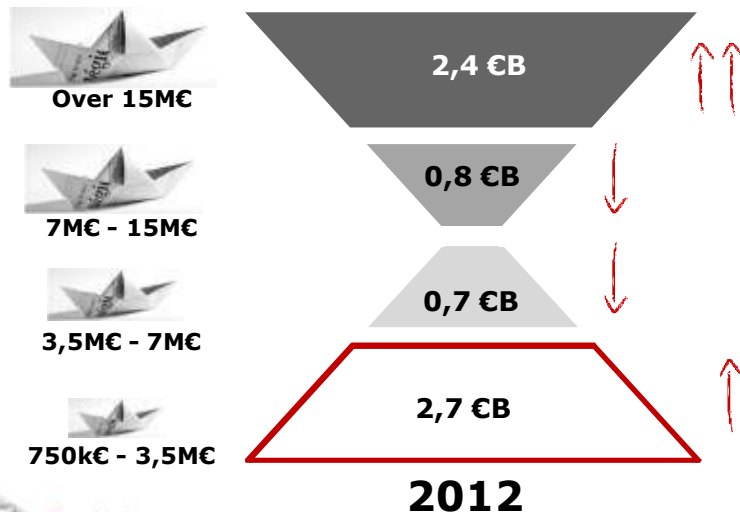
Luxury Yachts Market Trend (€B)



Key Industry Macro-Trends

- Growth **slowdown in 2012** confirmed by a **flat nominal performance** expected in **2013**
- **At constant currency**, expected **positive performance** boost by increasing **US consumer confidence** and growing purchases from **USD-linked currencies**
- **"Superyacht"** segment as **the most dynamic** in all geographies, driven by **rise of Chinese spending in the industry**
- **Emerging markets** are **THE source** for growth:
 - **Doubling-down in Chinese spending**, with major customization to match local tastes (interiors) and requirements (exteriors)
 - **Growing Brazilian market**, already accustomed to the yachting culture
 - **Booming Middle East**

Trends by segment



Lens on consumer is increasingly important to anticipate trends and behaviors



Generations

How old is the consumer?



Nationalities

Where the consumer is from?



Spending power & attitude

What the consumer (can) buy?



Lifestyle

How the consumer lives (luxury)?

Channels
Sustainability
Digital
Green
Experience
Needs
Family
Values

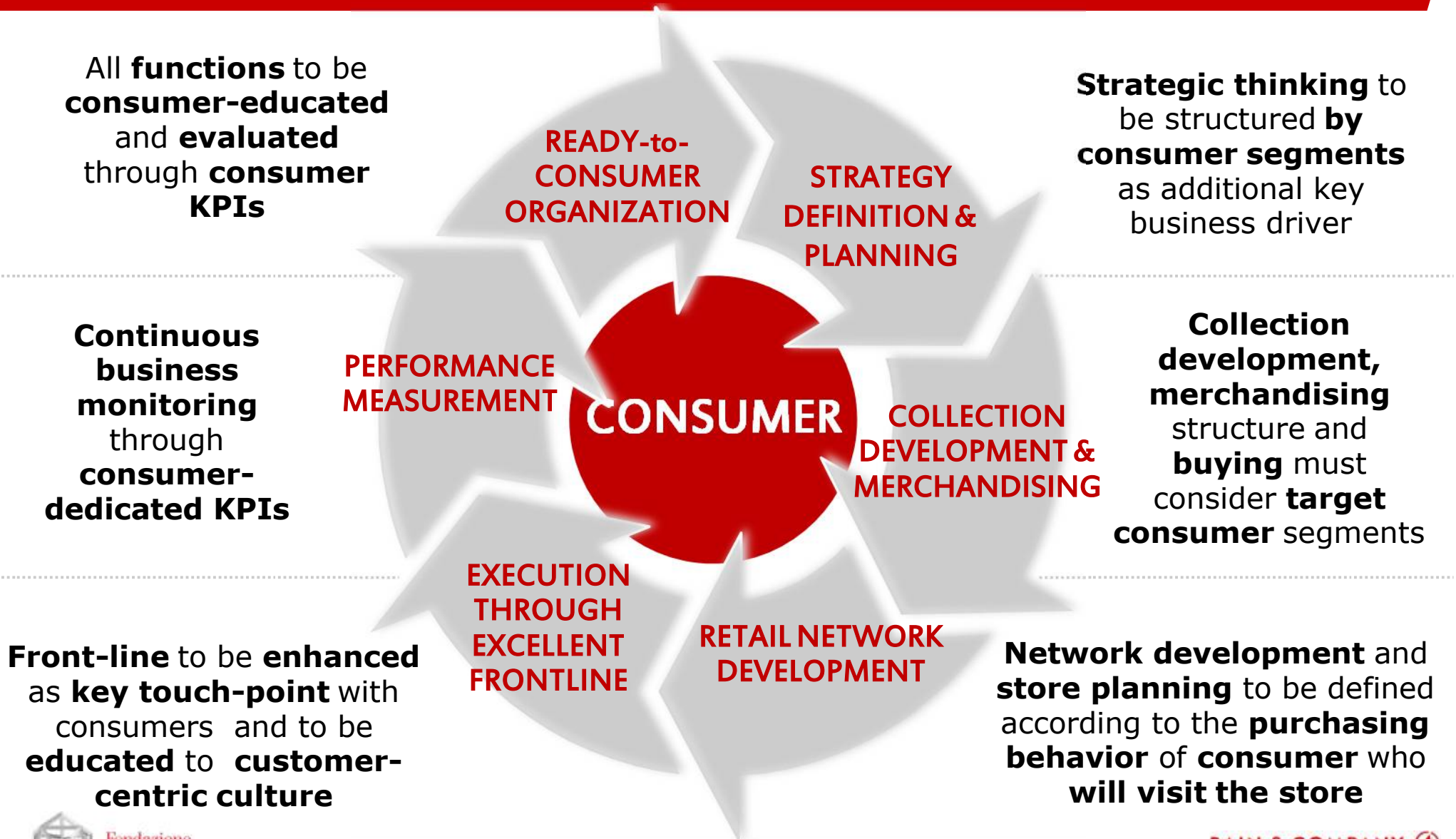
Shapes
Tastes
Culture
Habits
Fits
Size
Needs
Formats
Preferences
Green

ProductCategory
SelfIntelligence
BrandList
BrandPositioning
Aspirationality
Preference

Absolute/Accessible
Classic/Fashion
Family
Belief
Travel/Home
Luxury/Mix-Match
Sport



Understanding consumer and aligning the business accordingly will be the luxury "mantra" for next decade



Claudia D'Arpizio, Partner Bain's Luxury Goods Practice



Claudia D'Arpizio

Claudia D'Arpizio is a Partner at Bain & Company. She is a leading member of the firm's Global Consumer Products and Retail Practices, and leads Bain's Luxury Goods Practice.

For almost 20 years, Claudia has advised multinational clients, mainly in fashion and luxury goods. She has extensively worked on issues relating to business unit strategy, sales and marketing, product and service adjacencies, channel strategy, new product development, innovation, acquisitions and divestitures, performance improvement and organizational changes.

Claudia is the lead author of the Bain's Yearly Luxury Study, developed since 1999 in cooperation with Altagamma, the trade association of the Italian luxury brands. This study, based on the analysis of an extensive panel of worldwide luxury brands, is periodically updated and has become one of the most valued and cited sources of market information in the luxury industry.

Claudia is a globally recognized expert in luxury and in 2009 **was named by the Consulting Magazine one of the "Top 25 Consultants in the World"**.

Claudia is frequent speaker and writer on luxury goods strategy and she is extensively quoted in Italian and international media: Il sole 24 ore, La Repubblica, Il Corriere della Sera, The Wall Street Journal, US, Europe and Asia editions, Financial Times, New York Times, The Economist, Newsweek, Reuters, Bloomberg, Associated Press, WWD, Fortune, Washington Post, International Herald Tribune, National Post Business Magazine, Boston Globe, The Time and Dow Jones Newswire.

Claudia lives between Rome and Milan.

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