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# Future of Luxury Marketing

January 2026

# 01

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## Navigating New Realities in Luxury Marketing



Luxury has always been about more than craftsmanship or scarcity; it is a cultural language of aspiration, belonging, and storytelling. For decades, luxury marketers have wielded this language with confidence, relying on heritage narratives, controlled distribution, and the mystique of exclusivity to command premium pricing and loyalty. That confidence is cracking under pressure from luxury consumers who are distracted, fickle, and harder than ever to capture<sup>1</sup>.

Market forces, digital acceleration, and shifting consumer expectations are redefining what constitutes "true luxury." Growth is decelerating<sup>2</sup> and the playbooks that built iconic brands carry the patina of a bygone era. Younger consumers demand experiences that feel more personalized<sup>3</sup>, transparent, and culturally alive than what the industry has historically delivered. The gap between what brands offer and what consumers expect isn't closing—it's widening.

## Navigating New Realities in Luxury Marketing

To chart a path forward, luxury brands should recognize three uncomfortable truths about heritage, exclusivity, and consistency. Navigating today's environment requires confronting these realities head-on—and rethinking what it takes to stay relevant.

### Heritage Becomes Wallpaper When Brands Stop Reinventing

Heritage is powerful only when it is alive. When treated as static archive rather than creative engine, it becomes invisible—background décor rather than brand differentiation. The global personal luxury goods market reached **US \$360 billion in 2024**, representing a modest **4% year-over-year growth**, but momentum is slowing amid consumer fatigue and price sensitivity<sup>4</sup>. Leading luxury houses that treat provenance as a living source of innovation continue to outperform peers<sup>5</sup>, while those recycling the same "iconic" narratives risk commoditization.

Today's clients—especially Millennials and Gen Z, who will comprise roughly **70% of luxury purchases by 2025**<sup>6</sup>—are drawn to brands that reinterpret legacy through new creative media, collaborations, and cultural relevance. They expect heritage to spark surprise, not nostalgia.

### The Velvet Rope isn't Velvet When Every VIP Gets the Same Script

Exclusivity once meant limited access. Now, over-automation and mass "VIP" programs have diluted that sense of privilege. According to recent surveys, **63% of luxury consumers report receiving generic outreach that feels automated**, while fewer than **20% say their preferred brand provides experiences that feel truly personal**<sup>7</sup>. This erosion of intimacy undermines both loyalty and perceived value.

Personalization at scale needs to evolve from segmentation to orchestration. The challenge is to design experiences that feel instinctively human—anticipating client needs before they are voiced, yet preserving the aura of discretion. When every high-value client receives templated outreach, the velvet rope frays, and luxury begins to feel transactional.

### AI Can Accelerate Luxury—But It Risks Flattening What Makes It Special

Artificial intelligence (AI) now underpins nearly every aspect of the luxury value chain, from inventory management to content generation. Yet unchecked automation threatens to strip away the imperfections and human touch that define craftsmanship and clienteling. Global AI adoption across retail and fashion marketing is projected to expand by **over 25% annually through 2028**<sup>8</sup>, with luxury among the fastest adopters. The efficiency gains are real—but so is the creative risk. Algorithms excel at consistency; artistry thrives on deviation.

The imperative for marketers is balance: use AI to **augment**, not replace, human creativity and judgment. When generative tools accelerate content while artisans and creative directors preserve voice, technology amplifies luxury's essence. When algorithms dictate aesthetic, the very thing that commands a premium—its individuality—disappears.



# 02

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## How Leading Brands Distinguish Themselves in Luxury Marketing



## How Leading Brands Distinguish Themselves in Luxury Marketing

Even as growth moderates, luxury continues to be an outsized cultural force. The brands outperforming peers in 2025 share a commonality: they do not treat marketing as communication but rather as an ecosystem. They create compounding environments of culture, data, and experience that translate brand equity into sustained demand. The following six tenets illustrate how today's leaders are redefining luxury marketing.

### Build Always-On Cultural Presence That Becomes a Franchise

The pinnacle of luxury marketing today is cultural ownership. Leaders demonstrate this by treating every maison, atelier, hotel, vintage, and artistic partnership as part of a unified ecosystem that continuously reinforces their brand mythology. Creative hubs function simultaneously as incubators, public galleries, and narrative platforms—hosting exhibitions and craft residencies that extend the brand's creative vocabulary. These events and partnerships aren't occasional—they are always-on, keeping brands continuously relevant. Leaders in the category even dedicate divisions to co-producing films or cultural content, deepening their presence in the arts and society. The result is measurable cultural equity: the leading luxury brands remain among the world's most valuable, consistently growing in brand value and cultural resonance. By anchoring their storytelling in enduring franchises—such as cinema, sport, art, and craftsmanship—these brands sustain relevance that compounds across quarters, determining their place at the forefront with cultured, discerning luxury customers.

### Create Unbreakable Bonds to Expand Lifetime Value

Enduring luxury brands have always personalized—what's changed is the scale and precision at which they can now do it. Leading hospitality and retail innovators use AI to handle the predictable so humans can own the memorable. Digital concierge tools automate routine confirmations while routing sensitive requests to human hosts. Associates equipped with client data and AI assistants tailor conversations and recommendations in real time. The result: staff redirect hours once spent on logistics toward high-touch rituals—champagne previews, bespoke aftercare, handwritten follow-ups—that build emotional equity. Pre-programmed itineraries free concierges to anticipate unstated needs. Automated inventory checks let stylists focus on storytelling. This fusion of augmentation and intuition doesn't democratize the VIP script; it eliminates the script, enabling genuinely individualized attention that preserves the aura of discretion that defines true luxury.

### Protect Brand Equity through Operational Discipline and Scarcity

Leading luxury marketers protect brand equity by making scarcity desirable. Rather than apologizing for limited availability, leading houses position waitlists and allocation systems as marks of distinction—communications emphasize curation over convenience. Marketers translate operational discipline into brand story: limited retail footprints become selective presence, controlled inventory becomes curated access and global price consistency. Beyond product scarcity, marketers communicate programs that transform transactions into ongoing affiliations. Lifetime servicing initiatives, atelier access, and private viewings are positioned as membership markers—not operational features, but communicated benefits of ownership. Marketing frames purchases as entries into closed ecosystems where ongoing care and authentication services reinforce long-term value. The marketing imperative: discipline signals mastery. In luxury communications, less remains more—scarcity isn't a problem to solve but a promise to protect, reinforcing desirability through discipline rather than abundance.

### Drive High-Stakes Marketing Decisions with Data

The valuable currency in luxury is no longer reach—it's the data that gives insights into where to invest. Leading maisons integrate first-party data from digital and physical touchpoints into closed-loop ecosystems that power transformative experiences: the vehicle cabin that adjusts to your preferences on entry, the hotel suite pre-set to your ideal temperature, the private salon stocked with select refreshments before you arrive. The sophisticated brands extend far beyond core products—curating wellness programming, cultural partnerships, and immersive journeys. A railway journey becomes a curated exploration of landscape and cuisine. A hotel stay unfolds as a personalized wellness retreat. AI-powered platforms capture interactions and feed anonymized insights back into product development and experiential programming, revealing which partnerships can drive lifetime value, which moments deepen relationships, which touchpoints convert browsing into belonging. This shifts marketing from campaign ROI to lifetime-value attribution—every interaction refining both experience and investment strategy, directing decisions on where to expand, what to offer, and how to orchestrate moments that transform transactions into lasting relationships.

## Make Sustainability a Testament to Quality

Environmental performance is becoming a proxy for craftsmanship. Luxury leaders embed circular design into brand narratives, transforming sustainability from obligation into differentiation. Innovative collections position authenticated vintage materials and fabrics—sourced globally and verified through blockchain partnerships<sup>8</sup>—as premium luxury through narrative-driven campaigns that mirror traditional product launches. By framing circularity as superior craftsmanship, these brands link sustainability to quality rather than compromise—strengthening their position through both product excellence and responsible production. Traceability, preferred materials, and circular systems become quality signals rather than compliance measures—resonating particularly with Millennials and Gen Z<sup>9</sup>, who now shape luxury consumption and prioritize environmental responsibility. Proof of repair and transparent sourcing emerge as new marks of taste and discernment, strengthening differentiation while evolving with customer priorities and the environmental landscape.

## Personalizing to Luxury Customers' Distinct Worlds and Moments

Disciplined curation, not assortment breadth, will likely define the next frontier of luxury marketing. Achievements hinge on resisting the temptation to just market for reach and instead position collections of truly special pieces that embody the brand's unique identity. This requires nuanced segmentation and contextual marketing for distinct luxury shoppers, their occasions, and patterns: the customer shopping for Gstaad differs fundamentally from the one traveling to Chamonix. Rather than solely focusing on broad campaigns across full assortments, leading luxury marketers deploy personalized communications around distinctive items that resonate with specific luxury moments and destinations—creating the perception that these pieces are irreplaceable, not interchangeable. This precision demands advanced analytics layered over human trend sensing, ensuring marketing investment concentrates on pieces that elevate the overall portfolio perception rather than promoting the full collection uniformly. Such selective positioning reinforces perceived scarcity, supports margin integrity, and sustains brand desirability between seasons through campaigns that build aspiration around specific pieces.



**03**

A man in athletic wear is shown in profile on a tennis court. He is wearing a dark blue polo shirt with a light blue stripe across the chest, dark shorts, a black headband, and a wristband. He is holding a tennis racket. The background is a green tennis court. The left side of the image is overlaid with a dark grey/black area containing white text and a teal underline under the number '03'. There are also teal wavy lines at the bottom of the image.

**Shaping  
the Future:  
Transformative  
Capabilities  
for Luxury  
Marketing**

# Shaping the Future: Transformative Capabilities for Luxury Marketing

These six tenets reveal how today's luxury leaders are winning through marketing execution—but execution alone won't sustain competitive advantage. A fundamental challenge facing luxury marketers is that traditional campaign-driven models are reaching their limits. Seasonal storytelling, even when culturally resonant, dissipates between launches. Client personalization, no matter how sophisticated, still operates within transactional windows. Data investments, however substantial, remain siloed across channels, touchpoints and geographies.

The brands that are likely to dominate the next decade won't simply market better; they will rebuild marketing itself as permanent ecosystem. The following five strategic initiatives represent this transformation: from campaigns to owned cultural franchises that appreciate over time; from CRM systems to autonomous orchestration that anticipates needs across every moment; from imposed scarcity to transparent participation that deepens relationships; from compliance-driven data governance to trust as a monetizable asset; and from channel marketing to seamless commerce that follows clients wherever they move. This isn't about enhancing current marketing practices—it's about reimagining what marketing means when culture, data, and experience become the product itself.

## Craft Enduring Cultural Universes

Future luxury marketing leaders won't rely on seasonal campaigns; they will build owned cultural IP—narrative “worlds” that embed artisanship, icons, and selective retail into immersive ecosystems. These ecosystems span film, episodic storytelling, augmented reality (AR), and private distribution, generating brand equity that compounds over years instead of quarters.

### Studio-Grade Brand Worlds

Luxury houses are evolving into entertainment studios that produce multi-year franchises rather than one-off campaigns. Each franchise operates as an IP asset mapped across 3–5 years, anchored to hero categories and recurring creative themes.

Execution blends in-house and co-production models that retain ownership of rights and creative control. Seasonal chapter drops coincide with launches, supported by exclusive previews and flagship events. Icons become recurring characters; craftsmanship becomes narrative texture. The result is continuity—stories that link ateliers, collections, and experiences into a living universe that audiences follow like episodic content.

Achievements are measured not by impressions but by franchise equity: sustained brand search lift, engagement depth, and discourse longevity. By owning its cultural capital, a luxury brand can transform marketing from cost to appreciating asset—the brand becomes the platform, not the tenant.

## AI-Native Creative Supply Chains

Long-form worlds demand creative operations that run continuously, not cyclically. AI-enabled production maintains consistency and amplifies speed with content creation, allowing teams to dictate creative direction while automating processes and an always-on approach.

### *Archive as Innovation Engine:*

AI trained on decades of imagery identifies recurring motifs, lighting, and form, turning heritage into inspiration for new campaigns that feel instantly “on-brand.”

### *Create Once, Deploy Everywhere:*

High-coverage shoots feed AI pipelines that auto-generate lookbooks, digital assets, and regional variants within coded brand standards. What once took weeks now takes hours—without eroding creative integrity. Linking product-information (PIM) and digital-asset management (DAM) systems to AI tools creates traceable workflows that track speed-to-market compression and creative hours reclaimed. Automation augments, not replaces, artistry—keeping the designer's eye while scaling its reach. Brands building these AI-native pipelines now are laying the creative backbone for 2030 and beyond—able to feed every cultural universe with fresh, instantly deployable content that stays true to heritage yet moves at the speed of culture.



## Engineer Client Journeys with Intelligent Orchestration

Tomorrow's luxury clienteling will be autonomously orchestrated—fusing predictive intelligence with the emotional precision of high-touch service. These intelligent systems don't just manage client relationships—they power marketing precision, enabling brands to market with context, not volume. The goal: scale intimacy without diluting discretion. Every interaction across boutique, chat, and travel touchpoints becomes part of a single, intelligent journey where context, timing, and tone are managed seamlessly—and every signal feeds back to inform when, how, and what to market next.

### Agentic Clienteling Control Towers

By 2030, luxury brands are expected to operate clienteling control towers—central intelligence hubs that synthesize lifetime purchase histories, behavioral signals, and relationship data to anticipate needs before they surface. AI agents quietly handle orchestration: pre-briefing associates before appointments, managing atelier bookings, coordinating post-purchase care, and surfacing personalized marketing moments for human execution. These systems convert fragmented CRM records into living client biographies spanning generations, allowing a single view of preference and history across brands within a portfolio. Critical guardrails maintain trust: agents act within brand voice, respect scarcity, and route sensitive outreach for human approval. This model scales the personalized service once reserved for top-tier clients to a broader base—meeting algorithmic expectations without losing authenticity. Success metrics shift from conversion and campaign volume to relationship depth—repeat engagement, advocacy, and the marketing precision that creates emotional resonance.

### Appointment-First Selective Commerce

Scarcity in the future will be experienced, not imposed. Luxury's next evolution replaces walk-in retail with appointment-first, selectively accessible environments. Clients schedule immersive sessions—either in-store or virtually—where advisors guide configuration, try-on, and bespoke creation through photorealistic mixed-reality interfaces. These sessions expand into ambient scheduling, where AI agents book ateliers or private showings automatically based on calendar availability, travel data, or prior interest signals. Mobile ateliers and 3-D-printed micro-workshops extend this exclusivity to client homes and events. Post-purchase, the same orchestration continues through proactive aftercare and lifecycle management—service reminders, refurbishment offers, and next-collection previews triggered by predictive analytics. Each step reinforces the maison's memory of the relationship while revealing which

marketing moments drove appointments and deepened loyalty. This framework requires unified identity architecture, real-time data sharing, and discreet consent management across markets. The result is a closed-loop luxury experience—predictive, privacy-safe, and emotionally intelligent—where marketing effectiveness becomes measurable through client lifetime value.

### Private VIC Social Networks

Graduate from one-way broadcasts to two-way, invite-only communities that turn VICs into your most powerful marketing channel. Advisors and creators host capsule previews, salon Q&As, atelier stories, and collector roundtables that convert to appointments. Build tiered private communities around passions (collectors, ateliers, experiential travel)—not just categories. Advisors orchestrate client-to-client introductions, peer knowledge exchanges, and cross-portfolio experiences; preview interest triggers outreach, and peer recommendations unlock allocations. Near-term pilots: invitation-only mobile salon apps, client-hosted masterclasses, and engagement-to-appointment dashboards. Outcome: peer-powered acquisition and deeper lifetime value (LTV), as community performs the most persuasive marketing—authentic advocacy.



## Redefine Scarcity as Dynamic Participation

Scarcity in luxury is expected to shift from passive restriction to active collaboration. Rather than limiting access, brands will choreograph participation—inviting clients into transparent, data-driven allocation systems that protect craftsmanship, provenance, and resale value while creating marketing narratives around creation and access. The new scarcity is managed, visible, and earned.

### Dynamic Scarcity and Predictive Waitlists

Future scarcity will be predictive, not reactive. AI-enabled intent systems will align production with verified demand signals—atelier capacity, craftsmanship timelines, and authenticated resale performance. Live “creation feeds” may show artisans at work, turning production transparency into marquee content that drives desire. Predictive allocation engines use authenticated data—from prior purchases to lifestyle cues—to assign access fairly while maintaining mystique. Clients can view their queue status in real time, trade allocation rights, or join transparent waitlists that link to provenance records. Algorithms continuously balance supply, demand, and perceived exclusivity. By replacing arbitrary restriction with visible craftsmanship, scarcity becomes a marketable narrative and a relationship privilege, reinforcing trust and deepening desire rather than frustration while generating organic advocacy as clients share their journey.

### Aftercare and Circularity as Status

Sustainability and service now define prestige. Visible repair, refurbishment, and certified resale will likely be recognized as symbols of discernment, not compromise—and powerful differentiators in brand positioning. Luxury clients increasingly value stewardship—knowing a maison will be able to restore, authenticate, and re-release legacy pieces. Many brands are developing “Maison Care” tiers that provide lifetime servicing, part availability, and trade-in credit toward limited editions. Certified resale platforms keep product within controlled ecosystems, preserving margin and price integrity while documenting ownership lineage via blockchain<sup>10</sup>. Circularity becomes the new scarcity: a closed ecosystem where only verified items qualify for future access, trade-ups, or bespoke continuation editions. Communicating this stewardship becomes a core brand message: for next-generation buyers, proof of care is as meaningful as proof of purchase.

## Monetize Relationship Capital through Privacy-Safe Value Exchange

The next wave of luxury marketing will likely treat trust as currency. The brands that thrive are able to transform discretion into measurable financial value—shifting from channel-based ROI to LTV models grounded in privacy, consent, and verified attribution. Relationship capital becomes a quantifiable asset class, managed with the same rigor as financial investments.

### Privacy-Safe Data Collaboratives for LTV

Luxury leaders will build data clean rooms and collaborative ecosystems that allow non-competing brands—across travel, hospitality, jewelry, and automotive—to share anonymized insights without exposing personal identities. AI-enabled causal-inference tools connect event participation, dwell time, or boutique visits to LTV outcomes while preserving compliance across global regions with specific data privacy requirements. Through these shared networks, brands gain visibility into cross-category journeys (for example, how a hotel stay correlates with watch purchases or private-aviation bookings). The expected result is CFO-grade evidence that culture investments—art fairs, capsule salons, and creator partnerships—can generate measurable lifetime returns. This infrastructure elevates privacy from a regulatory and compliance requirement to competitive advantage. Clients who consent to share data in exchange for access, early previews, or premium service receive tangible value that strengthens trust and loyalty while providing confidence their privacy will be protected.

### Unified Trust Framework

True luxury requires institutional-level discretion. Unified trust frameworks extend across internal systems, partners, and creators—embedding cryptographic verification into every marketing message and transaction. Invitations, confirmations, and private links carry digital signatures proving authenticity and preventing impersonation. Global data fragmentation caused by siloed markets compounds the challenge: information needs to remain local while delivering a seamless experience worldwide. Leading maisons will adopt federated architectures that respect jurisdictional boundaries yet maintain consistent service logic. They employ independent auditors—mirroring private-bank standards—to certify data governance and reassure high-net-worth clients that their information is managed with fiduciary care. Trust becomes a brand differentiator. As Generative AI increases content noise and synthetic impersonations, brands that can verify “this communication is real, this voice belongs to your advisor” will command a premium in both credibility and loyalty.

## Integrate Hospitality & Service as Retail Frontiers

The future of luxury commerce is expected to unfold at the intersection of hospitality, retail, and service. Hotels, resorts, and experiential spaces will act as continuous engagement platforms where marketing, acquisition, relationship-building, and distribution. The new retail is not a place—it's a fluid experience that travels with the customer and markets through immersion.

### Hospitality-Embedded Retail Networks

Luxury brands will reimagine hospitality venues as strategic retail nodes and experiential marketing platforms. Flagship properties and partner hotels host micro-boutiques, salon suites, and capsule showrooms designed for ultra-high-net-worth travelers during their most receptive, leisure-oriented moments. CRM integration enables continuity—guests recognized on arrival, curated wardrobes pre-positioned, and aftercare booked automatically post-departure. Predictive algorithms tie weather, itinerary, and spending patterns to suggest services and products before clients even request them. For example, high-end travel networks can find that cross-category collaboration in defined audience segments, whether that's in fashion, jewelry or other luxury categories, could increase onsite spend. This shift

reframes hospitality as an owned retail ecosystem: service-led distribution and immersive brand storytelling wherever they are in motion while generating content and advocacy moments that amplify reach.

### Anticipatory Service as Differentiator

To deliver luxury across settings, brands need to merge data, empathy, and execution. Anticipatory service—forecasting a client's next need before it's articulated—becomes a new benchmark of excellence and a marketing differentiator that drives word-of-mouth. Mobile advisor teams, equipped with unified CRM access and biometric authentication tools, can serve clients across destinations. Intelligent logistics networks position products within 24–48 hours of predicted demand, supported by secure micro-fulfillment centers and AR-based remote selection. This integrated approach can transform the retail associate into an experience concierge, blending hospitality etiquette with brand storytelling that converts service moments into shareable experiences. Performance metrics evolve from transaction to engagement—how consistently each service moment strengthens trust, satisfaction, and brand advocacy brand advocacy that performs as the most credible marketing channel.



**04**

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**Blueprint for  
the Future:  
Three Phases of  
Luxury Brand  
Transformation**



## IGNITE

Establish the core technical and operational backbone to execute across the five initiatives:

- Pilot narrative content with commerce integration—linking storytelling to measurable engagement and product conversion.
- Build unified client intelligence architecture integrating boutique, digital, and travel data to enable privacy-safe personalization.
- Establish global privacy and consent frameworks to harmonize data usage and compliance.
- Implement baseline transparency and aftercare standards through traceability, sustainability labeling, and certified service protocols.
- Partner with select hotels/resorts to pilot co-located experiences.
- Deploy hybrid model: Multiple advisors per site blending luxury relationship and tech-assisted selling; upskill teams on transparency/sustainability.
- Appoint leadership: data governance (privacy/compliance), partnership manager, and content strategist (narratives/metrics).

## ELEVATE

Scale orchestration, deepen personalization, and demonstrate the financial return of relationship capital:

- Deploy AI-assisted clienteling with predictive briefings and proactive engagement across boutique, chat, and mobile advisors.
- Expand narrative franchises through AI-native creative workflows and long-form cultural IP distribution partnerships.
- Activate dynamic scarcity using algorithmic allocation, atelier transparency, and authenticated resale programs.
- Implement clean-room measurement to quantify LTV impact from cultural and creator investments.
- Extend hospitality retail network with CRM integration and mobile advisor workforce models.
- Launch private VIC salons with curated previews, peer engagement, and conversion tracking.
- Scale AI operations: 20–50 mobile advisors with predictive briefings, VIC managers for salons/engagement, atelier staff.
- Build AI/data teams: ops specialists, creative technologists, 3–5 analysts for measurement and LTV.

## ASCEND

Achieve full orchestration—personalization, creativity, and trust as a unified ecosystem:

- Operate autonomous clienteling control towers for global multi-touchpoint journeys.
- Deploy appointment-first commerce with ambient scheduling, virtual experiences, and predictive fulfillment.
- Build studio-grade cultural universes through owned IP and multi-channel narrative worlds.
- Launch hospitality-embedded retail ecosystems powered by biometric recognition and anticipatory AI.
- Build luxury-specific data collaboratives enabling privacy-safe attribution across brands and categories.
- Certify unified trust frameworks through independent audits for fiduciary-grade data stewardship.
- Integrate fully circular product lifecycles with authenticated resale, trade-in multipliers, and blockchain provenance.
- Certify unified trust frameworks with independent audits to enable fiduciary-grade stewardship.
- Global control tower team for autonomous clienteling; hospitality-embedded advisors with biometric/AI certification.
- Creative teams: virtual experience designers and IP studio for multi-channel narratives.
- Technical/governance experts: blockchain and provenance for resale; compliance officers for audits and data; client architects for seamless journeys.



AI



DATA



TECHNOLOGY

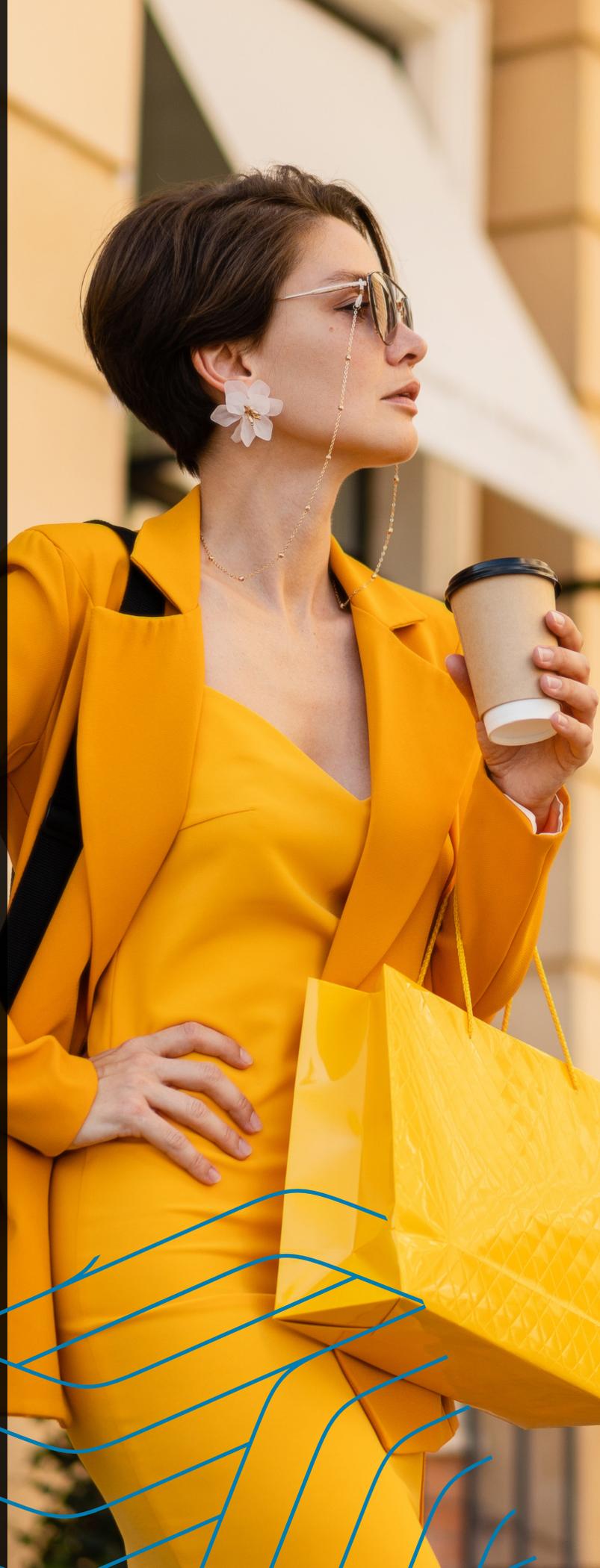


TALENT

# 05

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## Lasting Impact: Operationalizing a New Era in Luxury Marketing



The luxury industry is entering a creative and connected era. As consumers seek owned culture over rented attention, predictive intimacy over transactional marketing, and participatory scarcity over passive restriction, leading maisons are redefining what luxury means—and how it is experienced.

The five strategic initiatives outlined in this paper—Craft Enduring Cultural Universes, Engineer Client Journeys with Intelligent Orchestration, Redefine Scarcity as Dynamic Participation, Monetize Relationship Capital through Privacy-Safe Value Exchange, and Integrate Hospitality & Service as Retail Frontiers—offer a blueprint for this transformation. Together, they form a mutually reinforcing system: culture drives desire, orchestration delivers intimacy, scarcity sustains engagement, trust secures continuity, and hospitality anchors experience.

These imperatives are not abstract aspirations; they are operational pathways. The Ignite-Elevate-Ascend approach translates them into actionable stages: establish the data and trust foundations; scale orchestration and creative ecosystems; then achieve full integration across technology, service, and culture. Each stage compounds the next—turning creativity into infrastructure and infrastructure into competitive advantage.

For first movers, the opportunity is profound. The maisons investing now are already building creative engines, intelligent client systems, and verifiable trust networks that will define luxury for the next generation. They are showing that efficiency and emotion, data and discretion, scale and scarcity can coexist—and that technology, when mastered with artistry, amplifies rather than erases humanity.

At Deloitte, our Fashion and Luxury practice assists many of the world's leading luxury brands to unlock these opportunities, drawing on industry experience and a demonstrated track record of being at the frontier of luxury transformation. Our team engages with brands to help them anticipate change, design differentiated client experiences, harness emerging technology, and create resilient value.

Look out for more leading insights from Deloitte on marketing in the luxury goods sector. To learn more about how Deloitte can help you navigate this evolving landscape—and to create a lasting competitive advantage in tomorrow's luxury market—contact us today.

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