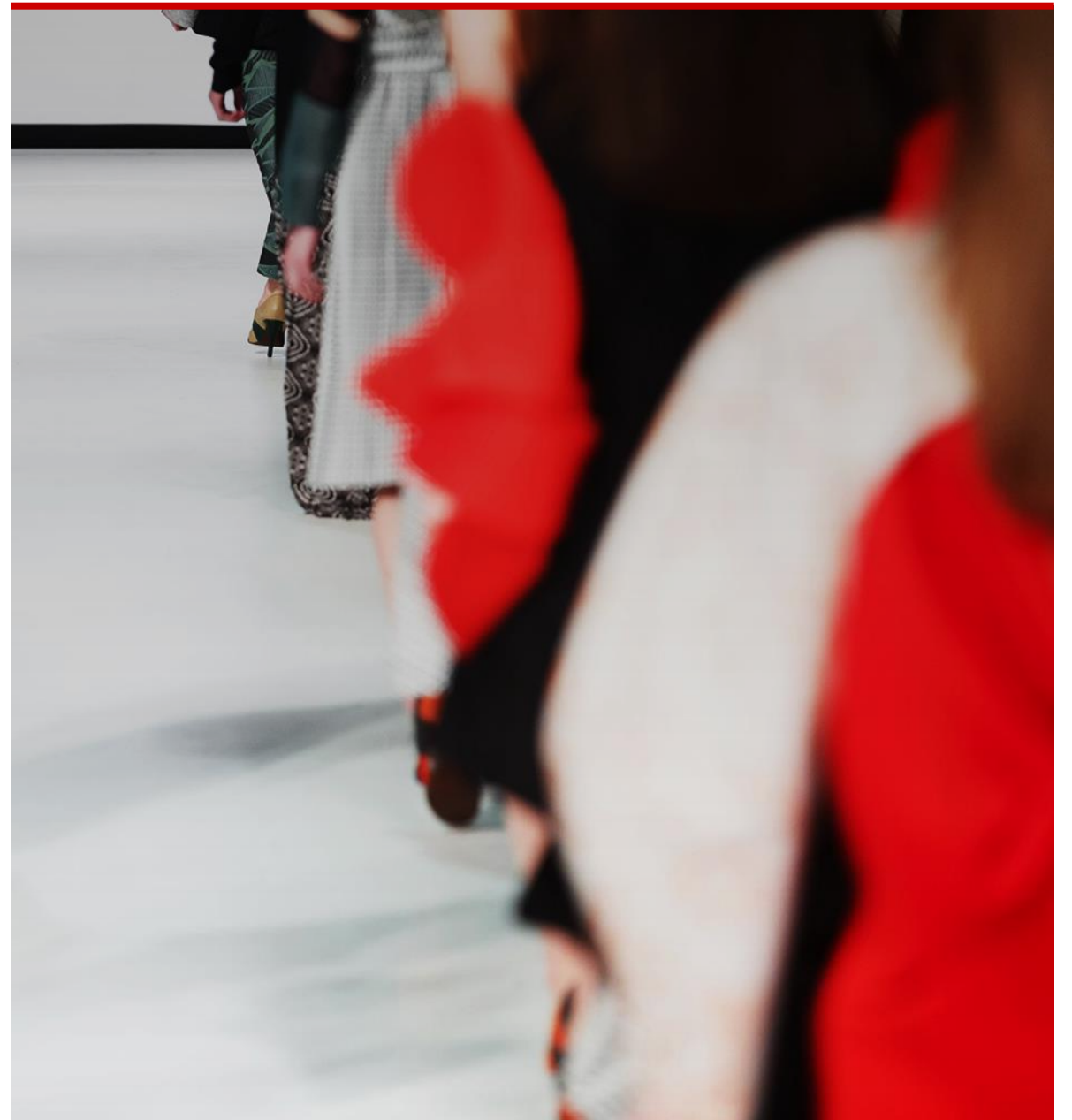


La relocalisation, booster de la valorisation des marques

Introduction à la Table Ronde

21 - 01 - 2021



WELCOME | HOST

Marc-André Kamel

Partner, Paris

- / 30+ years of consulting experience
- / Head of Bain's global Retail and Luxury practice



Over the last **30 years**, the personal luxury goods market has shown a **consistent growth of**

~6% p.a.



Over the last **30 years**, the personal luxury goods market has shown a **consistent growth of**

~6% p.a.

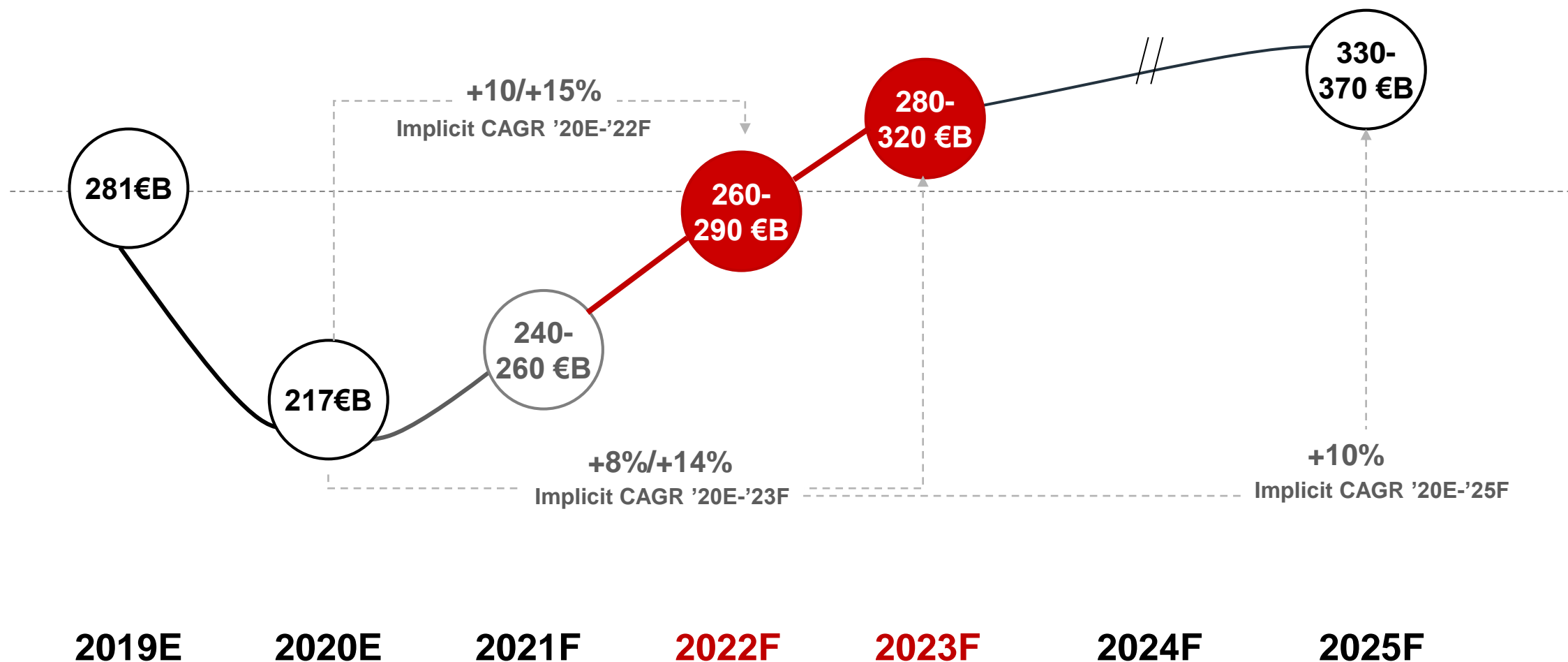


In **2020**, we expect an
unprecedented contraction of

- **23** %

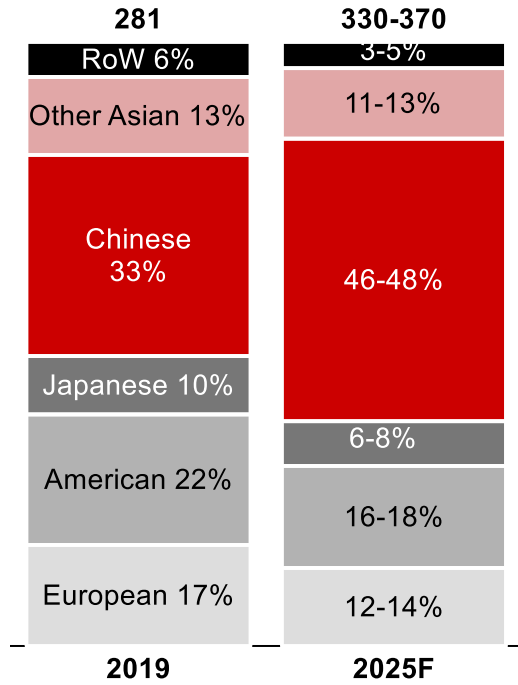


We expect the market to **bounce back as of 2021** but the recovery to 2019 levels is not expected until **2022-2023**

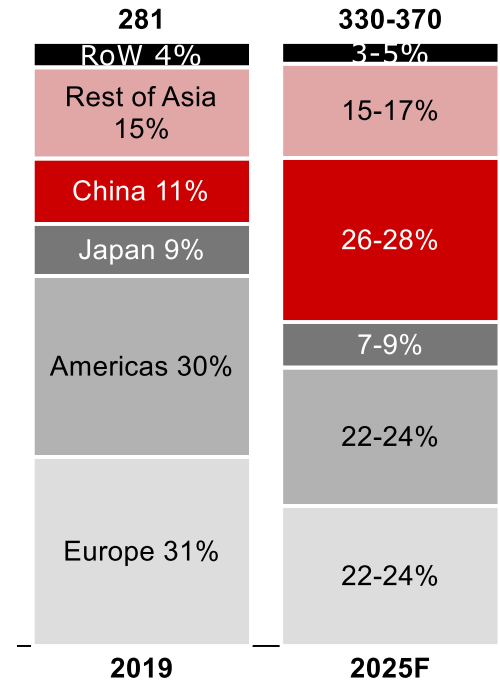


The COVID pandemic has **accelerated the transformation of consumer profiles** and shopping patterns in luxury

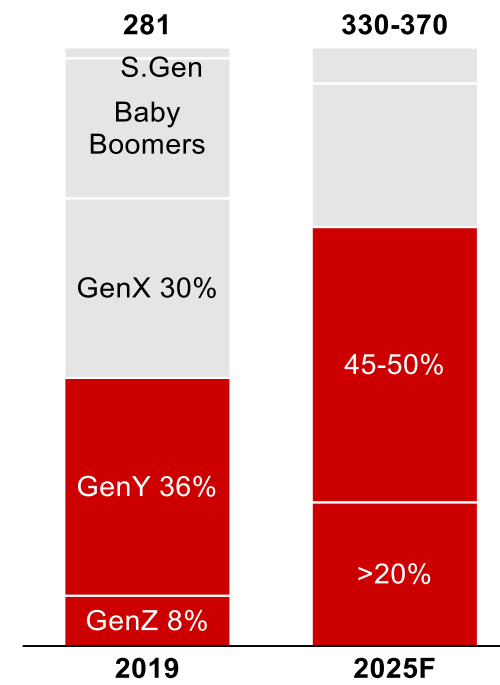
Nationality



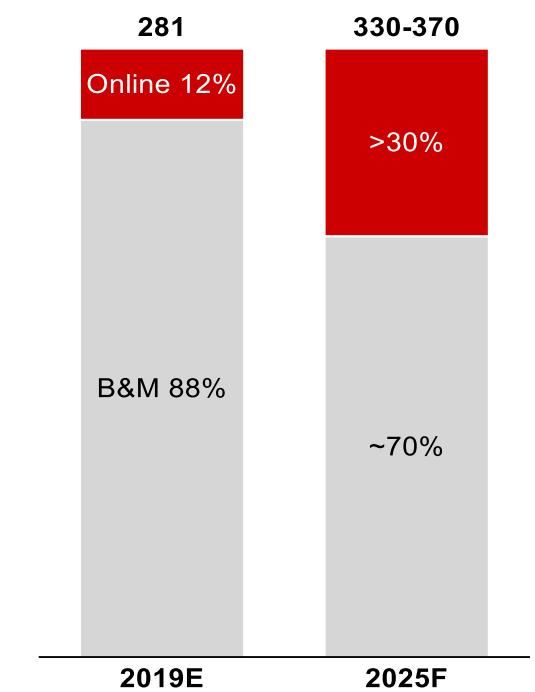
Region



Generation



Channel



Pre-COVID
2025 forecast

CHINESE
~ 46%

CHINA
~ 22%

GEN Z
~ 10%

ONLINE
~ 25%

Back to growth will not mean back to the previous world: luxury will face disruptive forces that call for a profound reinvention



/ Consumer

New values & segments
Ideas and passions

/ Brand

Insurgent models
New meaning of
excellence

/ Product

Meaningful offer models
Pricing relevance

/ Business model

Disruptive business
models

/ Marketing

Episodic marketing
content, capabilities,
returns

/ Distribution

Phygital paradigm
within a distribution
ecosystem

/ Supply chain

Supply chain
virtualization and
reinvention

/ Operating model

New ways of working
with smart data and
talents

Winning brands will be the ones that **deeply transform themselves** and **embrace the changes of the new world**, whilst remaining **loyal to their DNA and legacy**

SIX MANTRAS FOR BRANDS TO BE THE WINNERS OF THE NEW WORLD



1 / Customer-centricity

Remain inspired by the **bold mission** to do 'what is right for the customer'



2 / Creativity

Leave no room for "that's how we have always done"



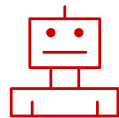
3 / Flexibility

Expand the ways of working to increase speed and success, **loathing bureaucracy**



4 / Sustainability

Share **vision for sustained results**, **end-to-end** along the **product cycle** and **value chain**



5 / Digital

Master **digital** and **technology** to enhance the human factor across **business functions** and **processes**



6 / Scale

Rediscover the **power of scale** for enhanced **resilience**

**Any
questions?**



Thank you.

