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## Digital marketing strategies for luxury fashion brands: A systematic literature review

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### ABSTRACT

The main objective of this study is to examine how digital marketing strategies can be put into practice and integrated into the actual operation of luxury fashion brands. To do this, the study explores the implementation of digital marketing strategies that are adopted by the luxury fashion brands. It uses a systematic literature review (SLR) and the real cases of luxury fashion brands as the research methodology. After conducting the SLR, the 15 digital marketing strategies for luxury fashion brands mapping into six categories in terms of types of digital marketing media, and the level of company's control and communication are identified. As digitization has become part of our daily routines and consumers are spending more time online and using social media, this study proposes that digital marketing strategies emerge as a powerful force for luxury fashion brands to better succeed in the competitive global market.

### 1. Introduction

For more than two decades, the luxury industry has been one of the fastest-growing industries. According to Bain & Co. (2023), the global personal luxury goods market increased in value from €85 billion in 1996 to €360 billion by the end of 2023. The global luxury market has set a new record for the sector, as consumers seek luxury experiences, attracted by the continued price elevation of major luxury brands and fueled by an investment mindset (Bain & Co., 2023; Tam & Lung, 2023). As shown in Fig. 1, revenue in the luxury apparel and footwear segment amounts to US\$111,50 billion in 2023. The market is expected to grow annually by 3.39% (CAGR 2023–2028). For instance, financial results from some luxury giants, Porsche and Louis Vuitton, saw positive revenues in the first few months of 2021. Evidence showed that the luxury market received a quick bounce back from the shock of 2020 and the effects of the global COVID-19 pandemic (Brand Finance Group, 2022).

To stay competitive, digital marketing channels, such as social media, have been used to obtain indicators of customer sentiment toward luxury brands (Ali et al., 2021). The ability to detect change in customers' sentiment enables companies to improve their understanding of the needs of their customers (Deloitte, 2020; Shahi & Sinha, 2020; Ali et al., 2021). Indeed, the digital revolution does not mean to erase the tradition and heritage of luxury goods, but to provide more analytical tools and technologies to help strengthening brands and make them

responsive to the need of the contemporary and dynamic changing world. Luxury fashion brands that do not adequately integrate digital marketing tools to attract customers risk are being left behind (Ortved, 2011; Danziger, 2021; D'Arpizio et al., 2021; Zhang, 2020; Tam & Lung, 2024). In view of this, the main objective of this study is to explore the implementation of digital marketing strategies adopted by the luxury fashion brands, and how these strategies can be put into practice and integrated into the actual operation of luxury fashion brands.

### 2. Literature Review

#### 2.1. Digital marketing

Digital marketing involves applying technologies by using digital marketing tools such as websites, social media, mobile ads and apps, online video, email, blogs, and other digital platforms. It also involves engaging consumers anywhere, anytime via their computers, smartphones, tablets, internet-ready TVs, or other digital devices (Kotler & Armstrong, 2020). Its high level of connectivity facilitates many-to-many communication and this is often used to promote a product or service in a timely, relevant, personalized and cost-effective manner (Bonetti & Perry, 2017; Heine & Berghaus, 2014).

According to Rathnayaka (2018), digital marketing plays an important role in fashion retail industry because it helps retailers to increase

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internet penetration leads to more engagement with online platforms, and to show company presence of business in social networking platforms. Apart from providing 7/24 service and constant updated information, digital marketing makes online information on fashion brands available in wide varieties, and allows companies to respond to the changing fashion trends quickly, and digital marketing helps generate word-of-mouth within short time (*Shamsudeen Ibrahim & Ganeshbabu, 2018*). While digital marketing offers convenient channels for consumers to shop anytime and anywhere, it also enables companies to measure the outcomes of marketing activities precisely and efficiently.

A search of “digital marketing and luxury fashion brands” in Pro Quest, Science Direct, Emerald Insight and Google scholar among the peer reviewed papers in March 2023, only 293 results are found. The studies and theories related to digital marketing and luxury fashion brands seem to be limited. Even though there are some of the theoretical models related to digital marketing, they do not exactly fit in the situation of luxury fashion brands.

For instance, the Technology Acceptance Model (TAM) by *Davis (1989)* explains how people accept and use new technologies and information systems. The adoption of information technology by the user is related to 1) some of the external variables, 2) users' perception including perceived usefulness and perceived ease of use and 3) users' behavioral intentions. External variables such as users' internal beliefs, attitudes and intentions affect the people's perception of actual systems. Perceived usefulness refers to the extent to which an individual is subjectively aware that using a particular system would improve or facilitate his or her task accomplishment (*Davis, 1989; Hajheydari & Ashkani, 2018; Qu et al., 2018*). Perceived ease of use refers to the extent to which an individual considers that using a particular system would be easy. Previous research indicates that individuals' perceived usefulness positively affects their trust in a new information system (*Afshan & Sharif, 2016; Kumar et al., 2018; Hung, 2019*). *Sharma & Bhatt (2018)* state that social media have an absolute impact on perceived usefulness and perceived ease of use. The TAM model has become a leading model for predicting and explaining new information systems acceptance by users (*Dutot, 2014; Tam et al., 2023*). However, the TAM model studies from users' perspective, the way companies implement new technology systems for digital marketing activities in the luxury fashion industry has not been mentioned.

Another study related to digital marketing is from McKinsey's consumer decision journey (2009), which is one of the most widely referenced digital marketing models mentioned by brands and agencies (*Luck et al., 2020*). *McKinsey (2009)* emphasizes that when studying about consumers, marketers need to understand their consumer purchasing behavior through a loop approach (from awareness, purchase

and loyalty), rather than a straight-line approach. Marketers need to be aware of such kind of consumer decision journey in order to better serve the customers' needs at various stages of the buying process. For instance, when consumers make their purchase decisions through digital channels, they are open to be influenced. Thus, marketers need to know every touch point so as to influence the consumer decisions. However, the above models mentioned tend to focus on consumers' acceptance of new digital technology or consumer decision making process. As a complete study related to digital marketing strategies for luxury fashion brands is still fragmented, this study hopes to fill in this gap by exploring the implementation of digital marketing strategies adopted by luxury fashion brands, and how these strategies can be put into practice and integrated into the actual operation of luxury fashion brands.

Digital marketing has a variety of formats. Digital marketing can be grouped by types of media (*Chaffey, 2021; Luck et al., 2020*) or studied in terms of the level of company's control and communication (*Chaffey, 2021; diggitymarketing.com, 2022; Luck et al., 2020; Nuseir et al., 2021; Taiminen & Karjaluo, 2015; Simplilearn.com, 2022*).

Digital marketing can be grouped into three types of media: (1) owned media; (2) paid media and (3) earned media (*Chaffey, 2021; Luck et al., 2020*). Owned media means a company has its own channel to deliver information and does not need to rely on advertising on other websites. The aim of owned media is to connect sales to further brand-building interaction. Some current owned media assets include: Company's websites, company's blogs, podcasts, emails, SMS and mobile apps. Paid media refers to the external marketing efforts that involve a paid placement for driving traffic to website or social media page; ultimately, building brand equity and generating sales. The different types of paid media include: search engines, display or banner ads and sponsored blogs. Earned media involves the publicity or exposure gained from owned and paid media, which is like the equivalent of online word-of-mouth. Earned media includes: Word-of-mouth (WOM), buzz marketing and viral marketing. However, the studies of *Chaffey (2021)* and *Luck et al. (2020)* did not include newly developed digital marketing strategies such as programmatic marketing or content marketing. How the newly developed digital marketing strategies classify into the three types of media has not been discussed. There is a need to explore the new types of digital marketing strategies that can be adopted under different types of media.

Digital marketing can be studied in terms of the level of company's control and communication (*Chaffey, 2021; diggitymarketing.com, 2022; Luck et al., 2020; Nuseir et al., 2021; Taiminen & Karjaluo, 2015; Simplilearn.com, 2022*). As shown in *Table 1*, in the study of the level of company's control and communication, *Taiminen & Karjaluo (2015)* classify digital marketing strategies into four categories: (1)

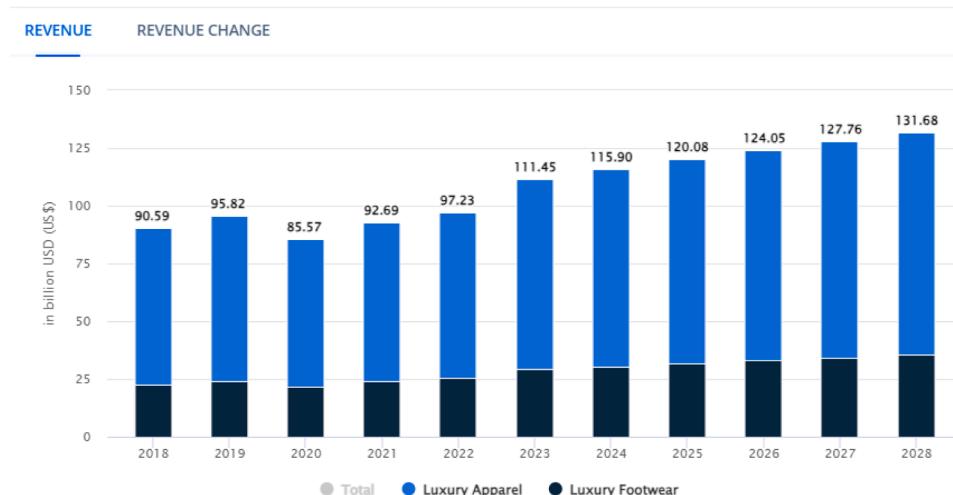


Fig. 1. Revenue in the luxury apparel and footwear (Statista Market Insights, Mar 2023).

**Table 1**

Classification of digital marketing strategies.

Communication Control	High company control	Low company control
One-way	Website	SEO (Search engine optimization)
	E-mail newsletters	SEA (Search engine advertising)
	Online directories	
	Banner advertising	
Two-way	Company generated blogs	Social media
	Company's own communities	

Source: Taiminen and Karjaluoto (2015)

One-way communication and high company's control; (2) One-way communication and low company's control; (3) Two-way communication and high company's control; and (4) Two-way communication and low company's control.

The digital marketing tools mentioned in the study of Taiminen & Karjaluoto (2015), such as websites, email newsletters or social media, were adopted not only by SMEs but also by fashion companies. However, the developments of digital marketing tools have changed over time. Fashion brands like Zara, Nike, Prada, Chanel and Louis Vuitton used one-way communication and high company's control strategies such as storytelling marketing and content marketing for digital marketing activities (González Romo et al., 2017; Chadha & Ahuja, 2020). Nevertheless, both storytelling marketing and content marketing have not been included in the study of Taiminen & Karjaluoto. As the fashion industry is highly competitive, it is important to distinguish fashion brands by using more digital marketing tools to increase brand awareness and engagement. Given this, more sophisticated, creative and innovative digital marketing strategies are required. A complete study related to digital marketing strategies for luxury fashion brands is vital; this study hopes to fill in this gap by exploring the implementation of digital marketing strategies adopted by luxury fashion brands, and how these strategies can be put into practice and integrated into the actual operation of luxury fashion brands.

## 2.2. The most valuable luxury fashion brand in 2022 and 2023

Luxury brands refer to those brands that are well known for craftsmanship (Brand Finance Group, 2021). Luxury brands represent high-quality, high-price and limited in quantity. They are valuable, exclusive and going beyond aesthetics. Luxury brands also serve as status symbols, and are able to attach deep emotion to consumers' heart and offer excellence in-store experience (Jung-Hwan, 2019; Kapferer & Valette-Florence, 2022; Agarwal, 2021). According to Vogue Italian editor-in-chief, Franca Sozzani, "luxury" is defined as craftsmanship and exclusionary (Chadha, 2020). Luxury brands often manifest themselves in high brand awareness and strong reputation for quality.

According to the annual report on "the most valuable and strongest luxury & premium brands" from 2022 (Brand Finance Group, 2022), the luxury industry bounced back quickly. Among the top 50 brands in the apparel universe, the value of luxury brands has increased from US\$103 billion in 2021, to US\$125 billion in 2022 and to US\$266.9 billion in 2023. While the brand ranking number one is Porsche, it is not exactly a fashion brand. The apparel brands dominate the ranking and the four most valuable luxury fashion brands are: Louis Vuitton, Gucci, Chanel

and Hermès, rank number 2, 3, 4 and 5, respectively (see Table 2). The calculation of brand value by the Brand Finance Group involves calculating brand royalty rate, brand revenues and brand strength index (includes brand investment, brand equity and brand performance).

As shown in Table 3, Louis Vuitton is a French fashion house and luxury goods company founded in 1854 by a French fashion designer and businessman called Louis Vuitton. Louis Vuitton, synonymous with luxury and French heritage, positions itself as a brand of high quality, exclusivity, and exploration (Chadha & Ahuja, 2020; González Romo et al., 2017; Kumari et al., 2022). The brand has evolved over the centuries to appeal to today's street-smart and wealthy clientele. In 1987, Louis Vuitton implemented the company consolidation strategies, acquiring the Veuve Clicquot group, creating and shaping the LVMH group (Louis Vuitton Moët Hennessy). Louis Vuitton is the group's biggest revenue driver, generating the highest sales revenue, with 2022 generating 20 billion euros ([www.statista.com](http://www.statista.com), 2023a).

Italian luxury brand Gucci, born in 1921, offers perfumes, cosmetics, fine jewellery, watches, home decoration, leather goods, fashion and apparel (see Table 3). Gucci, renowned for its blend of heritage and innovation, positions itself as a brand of timeless elegance and prestige (Langer, 2022; Stoy, 2020; Roberta, 2021a). Gucci's parent company Kering Group, the owner of Bottega Veneta, Yves Saint Laurent, Balenciaga, Brioni, and Alexander McQueen, has reported a double increase in revenue for the second quarter of the year 2021. In 2022, Kering's Gucci brand generated a global revenue of about 10.5 billion euros ([www.statista.com](http://www.statista.com), 2023a). According to Kering's annual report from 2022, its sales were largely driven by Gucci, though the luxury industry continues to recover from the pandemic.

Gabrielle Coco Chanel founded the legendary fashion house in 1910 in Paris. In many ways, Chanel defined the parameters of luxury today, starting with early adoption, taste-making, and innovations (Roberta, 2021b). As shown in Table 3, Chanel offers fragrances, perfumes, colognes, cosmetics, fine jewellery, watches, leather goods, fashion and apparel. As a privately held company, Chanel has the luxury of

**Table 3**

The background information of Louis Vuitton, Gucci and Chanel.

	Louis Vuitton	Gucci	Chanel
Year	1854	1921	1910
Founded			
Founder	Louis Vuitton	Guccio Gucci	Gabrielle Chanel
Headquarter	France, Paris	Italy, Florence	England, London
Parent company	LVMH group	Kering Group	Chanel Inc
Annual Revenue 2022	€20 billion (US\$21.8 billion)	€10.5 billion (US\$11.5 billion)	€14.02 billion (US\$15.3 billion)
Industry	Perfumes, cosmetics, watches, jewellery, stationery, leather goods, fashion and apparel.	Perfumes, cosmetics, fine jewellery, watches, home decoration, leather goods, fashion and apparel.	Fragrances, perfumes, colognes, cosmetics, fine jewellery, watches, leather goods, fashion and apparel.

Source (s): (Chadha & Ahuja, 2020; González Romo et al., 2017; Kumari et al., 2022; Langer, 2022; Stoy, 2020; Roberta, 2021a; Guilbault, 2021; Diderich, 2021; Alonso, 2018; [www.statista.com](http://www.statista.com), 2023a; [www.chanel.com](http://www.chanel.com); [www.gucci.com](http://www.gucci.com); [www.louisvuitton.com](http://www.louisvuitton.com))

**Table 2**

Brand value of the most valuable luxury fashion brands 2019 to 2023.

Brand	Country of original	2023		2022		2021		2020		2019	
		Rank	Brand Value								
Louis Vuitton	France	2	26.290M	2	\$23,426M	3	\$14,858M	3	\$16,479M	4	\$13,576M
Gucci	Italy	4	17.839M	3	\$18,110M	2	\$15,599M	2	\$17,630M	2	\$14,662M
Chanel	France	3	17.220M	4	\$15,260M	4	\$13,240M	5	\$13,705M	5	\$11,480M
Hermès	France	5	14.165M	5	\$13,499M	6	\$11,656M	6	\$11,909M	6	\$10,920M

Source: Brand Finance Group (2019 to 2023)

independence and time. Chanel, known for its timeless elegance and luxury, positions itself as a symbol of sophistication and exclusivity (Chadha & Ahuja, 2020; González Romo et al., 2017; Guilbault, 2021; Diderich, 2021; Alonso, 2018). In all these years, Chanel, has shown the ability in balance between sales growth and margins, is able to maintain a laser-like focus on brand desirability (Guilbault, 2021). In recent years, the global revenue of Chanel increased. In 2022, it reached a revenue of approximately 14.02 billion euros ([www.statista.com](http://www.statista.com), 2023a). The effective paradox of price-segmenting has allowed Chanel to generate and maintain its exclusive-luxury façade, while generating mountains of revenue each year (Diderich, 2021).

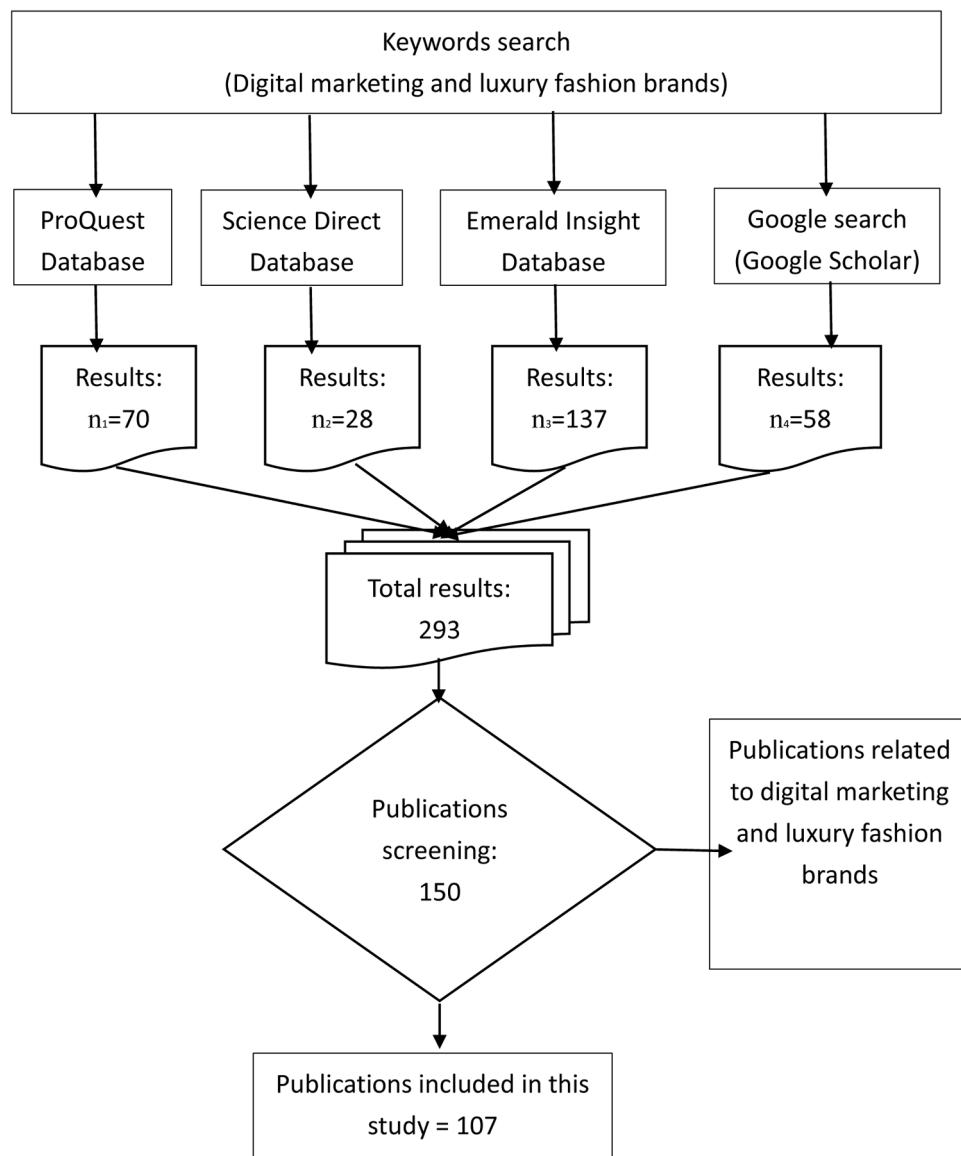
Because of the outstanding performance of the above luxury fashion brands, the cases of Louis Vuitton, Gucci and Chanel, the most valuable luxury fashion brands, are used to explain the kind of digital marketing strategies that can be put into practice and integrated into the actual operation of the luxury fashion brands.

### 3. Research methodology

This study uses a systematic literature review (SLR) and the case studies of Louis Vuitton, Gucci and Chanel. SLR is a research approach

that involves gathering evidence to identify, select and analyze the most relevant secondary data to provide insight and summarize specific knowledge related to a particular domain or phenomenon of interest (Brandao et al., 2021; Mazedul Islam et al., 2020; Rafi-Ul-Shan et al., 2018; Tam & Lung, 2023). It reduces the researcher's bias in including or excluding studies, and makes clear the manner and the extent of scrutiny the review is performed. Fig. 2 shows the SLR process used in this study.

By using SLR, this paper attempts to collect all existing academic journal articles on issues related to the digital marketing strategies adopted by luxury fashion brands. A comprehensive literature search was conducted in electronic databases Google Scholar, Emerald Insight, ScienceDirect and ProQuest from January 2022 to March 2023. The following search items were used: (Digital Marketing) and (Fashion) and (Luxury Brands), from which 293 results were generated. Upon screening the journal articles, which was done through evaluation of the titles, abstracts and keywords, 150 full-text papers were downloaded and reviewed. Eventually, 107 papers were considered and selected according to their relevance to "the implementation of digital marketing strategies adopted by luxury fashion brands". To be more persuasive, this paper also uses real cases of Louis Vuitton, Gucci and Chanel, the



**Fig. 2.** The flowchart diagram for this systematic literature review used in this study (authors' creation).

most valuable luxury fashion brands in 2022 and 2023, to examine how digital marketing strategies are put into practice.

#### 4. Results

Based on the results of the systematic literature review (SLR), fifteen digital marketing strategies are adopted by luxury fashion brands. These strategies are (1) search engine optimization (SEO); (2) search engine marketing (SEM); (3) influencer marketing; (4) content marketing; (5) virtual and augmented reality; (6) digital games; (7) email marketing; (8) mobile marketing; (9) corporate website; (10) digital runway; (11) omnichannel marketing; (12) programmatic marketing; (13) storytelling marketing; (14) social media marketing; and (15) artificial intelligence (AI) and AI chatbot. **Table 4** shows the total number of studies related to digital marketing strategies adopted by luxury brands.

#### 5. Discussion

The 15 digital marketing strategies adopted by luxury fashion brands can be classified into six categories in terms of the level of company's control and communication, which is further developed by Taiminen and Karjaluoto (2015). **Table 5** shows the six categories and the 15 digital marketing strategies adopted by luxury fashion brands. Furthermore, this study uses the cases of Louis Vuitton, Gucci and Chanel to explain how the 15 digital marketing strategies could be put into practice and integrated into the actual operation of the luxury fashion brands.

##### 5.1. One-way communication and high company's control

The first category is one-way communication and high company's control, and the digital marketing strategies in this category include (1) content marketing and (2) storytelling marketing. Both content marketing and storytelling marketing are owned and fully controlled by company. Through producing attractive content, a company is able to inform, entertain, inspire, or persuade consumers on the company's digital and social channels. The company can therefore generate leads, thus make sales.

###### 5.1.1. Content marketing

According to the Content Marketing Institute, content marketing refers to a marketing and business process for creating and distributing relevant and valuable content to attract, acquire, and engage a clearly defined and understood target audience - with the objective of driving profitable customer action. The contents such as texts, videos, audios, images and infographics are highly controlled by a company focusing on one-way communication (Potjanajaruwit, 2023). Through producing attractive contents, companies can therefore (1) obtain the numbers of sharing of content, (2) arouse public discussion, (3) generate leads, and thus make sales ([www.upgrad.com](http://www.upgrad.com)).

For instance, through a curated website called LV Now, Louis Vuitton regularly publishes its own exclusive online magazine. This digital publication allows consumers to receive the news of the latest events. The magazine not all just text posts with images, but also video campaigns introducing Louis Vuitton's new fashion lines. Besides, consumers can read interviews with key designers and they can also glean other exclusive information, making them feel like insiders (DePino, 2023).

Other than images and video, a company can record audio for the promotion of business. By using simple audio to advance the company's business such as podcasts, which are portable and convenient for audio content, it can help increase the company's appeal to people who enjoy listening to audio, want to be heard, and make an impression on the go. In that instance, Chanel launched its first podcast, namely "3.55" in 2017. The Chanel 3.55 podcast was about Chanel's family sharing their personal "handbag stories. In 2021, Chanel launched its culture-focused

**Table 4**

Overview of studies about digital marketing strategies adopted by luxury fashion brands.

Studies related to digital marketing strategies adopted by luxury fashion brands	Total number of studies	Digital marketing strategies adopted by luxury fashion brands
Barwise & Farley (2005); Dou <i>et al.</i> (2010); Kim & Ko (2012); Heine & Berghaus (2014); Bonetti & Perry (2017); Arrigo (2018); Dadwal & Alsaran (2018); Muniesa & Giménez (2020); Loranger & Roeraas (2023); Ali & Khan (2023); Potjanajaruwit (2023)	11	SEO
Guercini <i>et al.</i> (2018); Ceesay & Sanyang (2018); Xie & Lou (2020)	3	SEM
Sudha & Sheena (2017); Chiu <i>et al.</i> (2018); Arrigo (2018); Vrontis <i>et al.</i> (2021); Creevey <i>et al.</i> (2022); Lan & Watkins (2022); Jain <i>et al.</i> (2022)	7	Influencer marketing
Barbosa (2022); Kyrousi <i>et al.</i> (2022); Potjanajaruwit (2023)	3	Content marketing
Kang <i>et al.</i> (2020); Chen <i>et al.</i> (2022); Aleem <i>et al.</i> (2022); Tam & Lung (2023); Tam & Lung (2024)	4	Virtual and augmented reality
Billore & Sadh (2015); Landim <i>et al.</i> (2022)	2	Digital games
Sudha & Sheena (2017); Sundaram <i>et al.</i> (2020); Vithana (2021)	3	Email marketing
Dwivedi <i>et al.</i> (2015); Bonetti & Perry (2017); Sudha & Sheena (2017); Gumparthy & Patra (2020); Vithana (2021); Noris <i>et al.</i> (2021)	6	Mobile marketing
Jain <i>et al.</i> (2014); Jin & Cedrola (2017); Choi & Shen (2017); Arrigo (2018); Faria <i>et al.</i> (2018); Zhang, (2020); Jain <i>et al.</i> (2022); Lasi <i>et al.</i> (2021)	8	Corporate website
Wu <i>et al.</i> (2013); Casini & Rocetti (2020); Tam & Lung (2023); Ahn <i>et al.</i> (2023)	4	Digital runway
Kapferer (2014); Bonetti & Perry (2017); Barbosa <i>et al.</i> (2018); Stahl <i>et al.</i> (2021); Salvietti <i>et al.</i> (2022); Kyrousi (2022); Gupta <i>et al.</i> (2022); Jamal & Kapoor (2022); Özcan & Oflaç (2022)	9	Omnichannel marketing
Leung <i>et al.</i> (2020); Iqbal & Campbell (2022); Chen <i>et al.</i> (2022); Roy Bhattacharjee <i>et al.</i> (2022); Barrera & Shah (2023); Zarantonello & Schmitt (2023)	6	Programmatic marketing
Woodside <i>et al.</i> (2008); Kapferer (2014); Gurzki & Woisetschläger (2017); González Romo <i>et al.</i> (2017); Arrigo (2018); Nyagadza <i>et al.</i> (2020); Noris <i>et al.</i> (2021); Gupta (2022); Gupta <i>et al.</i> (2022); Langer (2022); Chen <i>et al.</i> (2022); Nechaeva <i>et al.</i> (2023)	12	Storytelling marketing
Kim & Ko (2010); Phan <i>et al.</i> (2011); Kim & Ko (2012); Hansson <i>et al.</i> (2013); Kontu & Vecchi (2014); Godey <i>et al.</i> (2016); Culotta & Cutler (2016); Gautam & Sharma (2017); Arrigo (2018); Lee <i>et al.</i> (2018); Dadwal & Alsaran (2018); Ramadan <i>et al.</i> (2018); Rovai (2018); Colella <i>et al.</i> (2019); Liu <i>et al.</i> (2019); Martín-Consuegra <i>et al.</i> (2019); Anil <i>et al.</i> (2020); Noris <i>et al.</i> (2021); Park <i>et al.</i> (2021); Alatawy (2022); Creevey <i>et al.</i> (2022)	21	Social media marketing

(continued on next page)

**Table 4 (continued)**

Studies related to digital marketing strategies adopted by luxury fashion brands	Total number of studies	Digital marketing strategies adopted by luxury fashion brands
Chung et al. (2020); Leung et al. (2020); Landim et al. (2022); Hang & Chen (2022); Aleem et al. (2022); Tam & Lung (2023); Chen (2023); Tiwari & Tomar (2023); Tam & Lung (2024)	8	AI and Chatbot

Source: Compiled by authors.

**Table 5**

The 6 categories and 15 digital marketing strategies for luxury fashion brands.

Category	Strategy
One-way communication and high company's control	Content marketing Storytelling marketing
One-way communication and moderate company's control	Search engine marketing (SEM) Programmatic marketing
One-way communication and low company's control	Search engine optimization (SEO)
Two-way communication and high company's control	Email marketing Mobile marketing Corporate website Omnichannel marketing Artificial intelligence (AI) and AI chatbot Virtual and augmented reality Influencer marketing
Two-way communication and moderate company's control	Social media marketing Digital runway Digital games
Two-way communication and low company's control	

Source: Created by authors.

podcast ready for entertainment. The series of podcasts invited innovators from film, fashion, art, architecture, dance, and music to discuss the challenges for the future of the arts (Alexander, 2021).

Similarly, Gucci has launched its podcast and featured the voices who are collaborating with Gucci including Italian tennis player Jannik Sinner, academy award-nominated director Garrett Bradley and poet and artist Cleo Wade. An insight can be gained through the eclectic narrative, inspiration and vision of the house of Gucci.

### 5.1.2. Storytelling marketing

Storytelling marketing uses origin stories, function stories and effectiveness stories of an organization to promote the brand image to enhance consumers' perceived quality of the brand and their purchase intention (González Romo et al., 2017; Woodside et al., 2008). In fact, storytelling is the key of success in digital marketing, which includes the uses of videos, social media, events and exhibitions open to public (Gupta, 2022; Nechaeva et al., 2023). The objective of storytelling marketing is to interact with the public and to show a company's heritage and brand history (Gupta et al., 2023; Gurzki & Woisetschläger, 2017; Kapferer, 2014; Nyagadza et al., 2020).

For instance, in the "World of Louis Vuitton" ([www.louisvuitton.com](http://www.louisvuitton.com)), consumers can learn about the brand's latest fashion shows; its innovative work in art and culture; its heritage and current in-house development; and its steps towards a more sustainable future.

Similarly, in the 'Inside Chanel' ([www.chanel.com](http://www.chanel.com)), which is about the founder, Gabrielle Coco Chanel, history and stories of Chanel. The main storyline reinforced the story of the founder and how she reinvented herself from being an orphan to becoming an independent and successful lady (González Romo et al., 2017). Chanel's content is never about hard selling its products, but always about the stories. Another wonderful example is the 'The Tale of a Fairy' short film, which did not particularly mention the products of Chanel. But instead, a story is told about three affluent but unhappy sisters during a family reunion. It is set

against the beautiful backdrop of a mansion in the south of France, with the best Chanel costumes (Roberta, 2021b).

For another instance, on the corporate website of Gucci ([www.gucci.com](http://www.gucci.com)), 'Vault' tells the story about the rare vintage Gucci pieces, shares the dialogues between contemporary creators and the House, and presents the enthusiasm for NFT artworks (Moore, 2022). In 2021, the movie "House of Gucci" was released, which helped raise the brand's profile worldwide. All of Gucci's activities are closely tied together through its storytelling. Gucci communicates its story with extreme precision and flawless execution, and the results create extreme desire (Langer, 2022).

### 5.2. One-way communication and moderate company's control

The second category is one-way communication and moderate company's control, and the digital marketing strategies in this category include: (1) search engine marketing (SEM) and (2) programmatic marketing. These strategies are the kinds of media paid by company for commission on sales, lead signups, or clicks. However, a company is not able to fully control the ways how the paid media redirect the users to company's websites and the users may not perform the task that company requested.

#### 5.2.1. Search engine marketing (SEM)

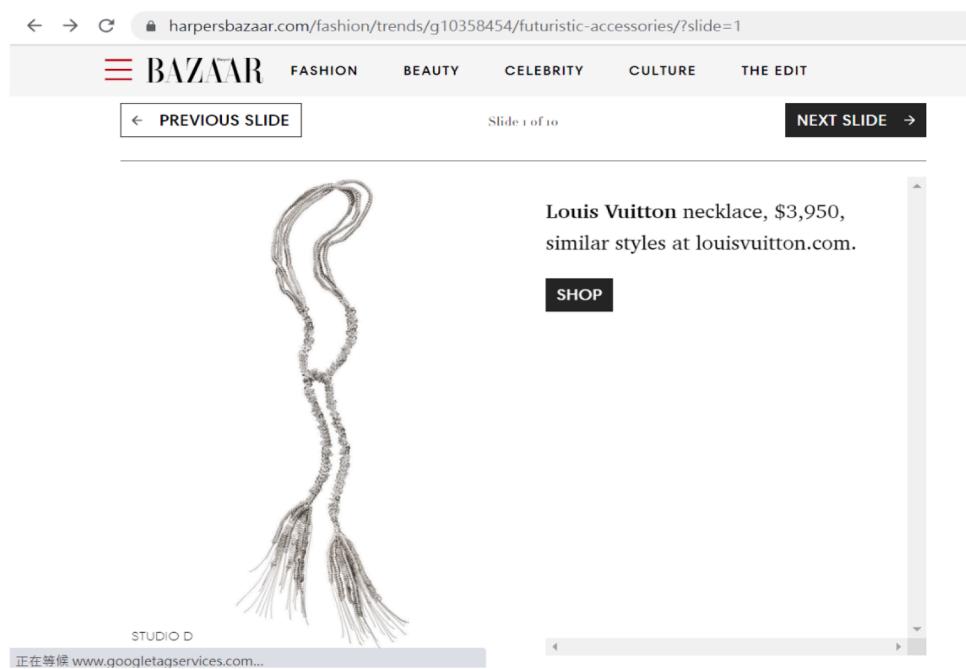
Search engine marketing (SEM) is also known as sponsored search or "pay-per-click". SEM is a kind of paid media with moderate company's control focusing on one-way communication. SEM uses paid advertising through programs such as Google Ads, which is an auction for keywords to be listed at the top of sponsored search results (Luck et al., 2020; Xie & Lou, 2020).

As of February 2023 ([www.semrush.com](http://www.semrush.com), 2023a), louisvuitton.com generated the highest paid search traffic (1.1 million), followed by chanel.com (1 million), and gucci.com (899,600). To be successful in search engine marketing, companies can add fresh content to the site and update web design frequently. They can also create some videos and post them on YouTube. In addition, companies can add articles to related websites, such as online fashion magazines, with the link of the company website. Finally, companies may track their company website performance by using tracking softwares such as Google Analytics. To boost its search engine ranking, a company can build up links in different platforms such as blogs, forums, and other affiliate websites (Ceesay & Sanyang, 2018; Guercini et al., 2018).

For instance, products of Louis Vuitton have been featured in some online fashion magazines such as [www.harpersbazaar.com](http://www.harpersbazaar.com). When readers are browsing this magazine and have interest in the products, they can click on the link. By clicking the link, readers are then redirected to the online store of Louis Vuitton. By working closing together with Louis Vuitton, the affiliated websites can help to generate the high search traffic of Louis Vuitton. (see Fig. 3).

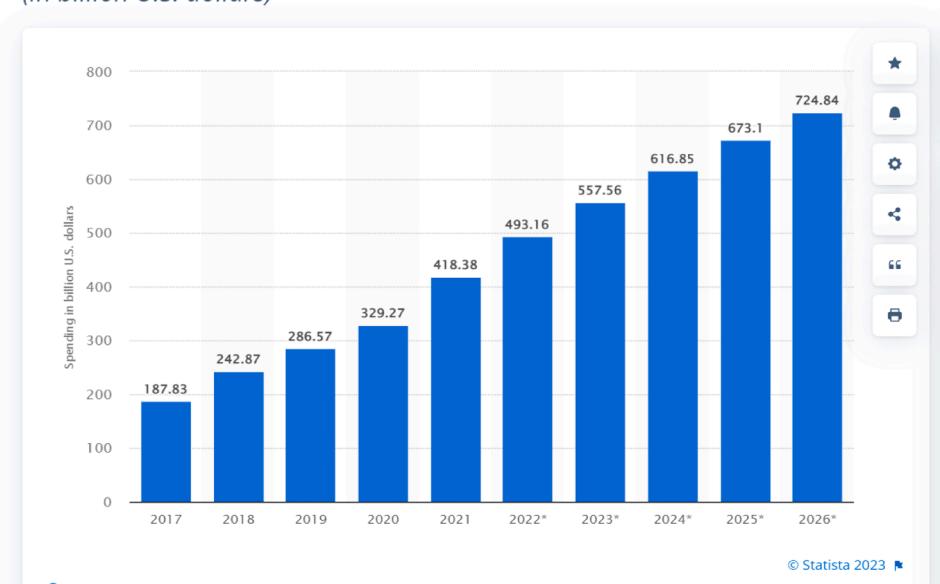
#### 5.2.2. Programmatic marketing

Using software based on algorithms that analyze the behavior of website visitors allows real-time delivery of advertisements to audiences who are more likely to commit to a purchase (Luck et al., 2020; Sinha & Srivastava, 2021). The main idea of programmatic marketing is to reach the right person with the right message no matter where this person is. While the webpage is being loaded, the advertising management system can, within a couple of seconds, identify: (1) who the person visiting that website is, (2) the profile of the user, and (3) which message should be delivered to that user (Barrera & Shah, 2023; Iqbal & Campbell, 2022; Leung & Yan Chan, 2020; Roy Bhattacharjee et al., 2022; Zarantonello & Schmitt, 2023). Behind programmatic marketing there is the aim to optimize the media investment. Each dollar should be invested in delivering the best message possible to the best audience (Amorim, 2016). According to the latest estimates by Statista (see Fig. 4), programmatically sold advertising was worth 557.56 billion U.S. dollars in



**Fig. 3.** Louis Vuitton featured in [www.harpersbazaar.com](http://www.harpersbazaar.com).

### Global programmatic advertising spending from 2017 to 2026 (in billion U.S. dollars)



**Fig. 4.** Global programmatic advertising spending from 2017 to 2026 ([www.statista.com](http://www.statista.com), 2023a).

2023. This figure is expected to reach 725 billion by 2026 ([www.statista.com](http://www.statista.com), 2023a).

Louis Vuitton also adopts programmatic marketing. For example, a programmatic advertisement of Louis Vuitton Fragrances has been generated and shown on the homepage of the International New York Times (see Fig. 5). Based on algorithms that analyze website visitors' behavior, Louis Vuitton is able to reach the readership of the International New York Times and who is assumed to have a great potential with the brand.

### 5.3. One-way communication and low company's control

The third category is one-way communication and low company's control, and search engine optimization (SEO) falls into this category as the digital marketing strategies adopted by luxury fashion brands. In fact, a company can do very little to rank its website page higher on internet in search engine result pages (SERPs) because it involves highly natural, organic or unsponsored result rankings in a consumer's search. By providing useful and relevant information, attractive corporate website, entertainment or engagement value, SEO can drive earned media and traffic.



Fig. 5. A programmatic advertisement of Louis Vuitton fragrances on the homepage of the International New York Times.

### 5.3.1. Search engine optimization (SEO)

Search engine optimization (SEO) refers to the process of increasing traffic to a website in order to be listed high in the organic or non-sponsored results. This is done by having useful relevant information for users as well as linking to relevant high traffic websites (Luck et al., 2020). Indeed, a company can do very little to control the search results of SEO because search engine result page is unpaid, and search engines use algorithms to calculate the ranking of the search results (Bonetti & Perry, 2017; Luck et al., 2020; Tapp et al., 2014). Thus, companies would try to make use of SEO strategy to enable its website page to rank high in search engine result pages (SERPs) such as Google, Bing, etc.

By using SEO strategy, companies can create quality content specifically for their potential buyers and intended users (Dou et al., 2010; Muniesa & Giménez, 2020). Companies can also add popular keywords or phrases to company's website, page titles, page content or even as the name of the image files on company's page (Arrigo, 2018; Heine & Berghaus, 2014; Kim & Ko, 2012). However, companies need to make sure that their company websites are mobile-friendly (Anil et al., 2020; Barwise & Farley, 2005) in order to reduce the loading time of each page (Ali & Khan, 2023; Potjanajaruwit, 2023). Hence, making good use of internal linking is also crucial (Dadwal & Alsarhan, 2018; Loranger & Roeraas, 2023).

According to a study of 30 luxury brands on Similarweb.com in 2017, 65 percent of those brands' Web traffic was driven by search. That means two out of every three visitors to a site such as Louisvuitton.com found it through Google, Bing, Yahoo, or other search engines. Table 6 shows the organic search traffic and the top 5 organic keywords searched by the internet users of Louis Vuitton, Gucci and Chanel. The organic keyword "louis vuitton" has the highest organic search traffic.

### 5.4. Two-way communication and high company's control

The fourth category is two-way communication and high company's

Table 6

The organic search traffic and the organic keywords searched by the internet users of Louis Vuitton, Gucci and Chanel in February 2023.

Websites	Organic search traffic	Top 5 organic keywords by traffic (%)
Louisvuitton.com	31.1 million	louis vuitton (20.55%); lv (1.84%); louis vuitton purse (1.23%); louis vuitton bags (0.67%); louis vuitton wallet (0.67%).
Gucci.com	24.1 million	Gucci (14.57%); gucci belt (1.6%); gucci slides (1.6%); gucci bag (1.31%); gucci shoes (1.31%).
Chanel.com	17.9 million	Chanel (12.57%); chanel bags (2.52%); chanel bag (1.38%); chanel perfume (1.38%); chanel earrings (1.13%).

Source: [www.semrush.com](http://www.semrush.com) (2023b)

control, and the digital marketing strategies in this category include: (1) email marketing, (2) mobile marketing, (3) corporate website, (4) omnichannel marketing, (5) AI and AI Chatbot, (6) VR and AR. These digital strategies are the kinds of media owned by company and they allow marketers to directly communicate with the public and to enable a company to have certain control over the kind of information to be delivered to users or whether the company accepts receiving feedback from users.

#### 5.4.1. Email marketing

Luxury fashion brands position their products as exclusive, luxurious or status-oriented. Email marketing can help giving a personalized experience which would then add to brand loyalty, customer retention,

and even revenue (*Vithana, 2021; Sundaram et al., 2020*). Email marketing is the process of maintaining database of customers and sending customers email alerts about a company's information, promotion, brand, products and services (*Sudha & Sheena, 2017*). This enables two-way communication and the content of email can be fully controlled by company. A study from *Campaign Monitor (2016)* indicates that for every \$1 given on email marketing, \$44 is made in return. The open rate of email for businesses is now up to 15%. According to *Mailcharts.com* (December 2023), on average Louis Vuitton, Chanel, Gucci USA and Gucci UK sent out 2.9, 2.93, 3.01 and 2.63 emails per week respectively. Email marketing is low-cost, speedy and useful to build the company's subscriber base. It can also welcome new customers and retain existing ones. By promoting discounts and offers, receiving inquiries and distributing content, email marketing can generate company's website traffic. *Thomas (2022)* identifies different types of emails that can be sent to customers, such as welcome emails, email newsletters, dedicated emails, lead nurturing emails, sponsorship emails, transactional emails, re-engagement emails, cart abandonment email and brand story emails. In order to get exclusive attention, luxury fashion brands have to manage brand perception through sending visual emails. These visuals should portray the brand's unique personality ([www.sendx.io](http://www.sendx.io)). **Fig. 6** shows the examples of these emails from Louis Vuitton, Chanel and Gucci.

Furthermore, email marketing helps reminding customers who put items in their cart but leave without purchasing. Indeed, sending a cart abandonment email in a classy and gentle way is very helpful for customers ([www.sendx.io](http://www.sendx.io)). For example, by sending cart abandonment email and a reminding message with the contact number of Louis Vuitton's client advisor, Louis Vuitton focuses on helping its customers to complete their purchase, while provided (see **Fig. 7**).

#### 5.4.2. Mobile marketing

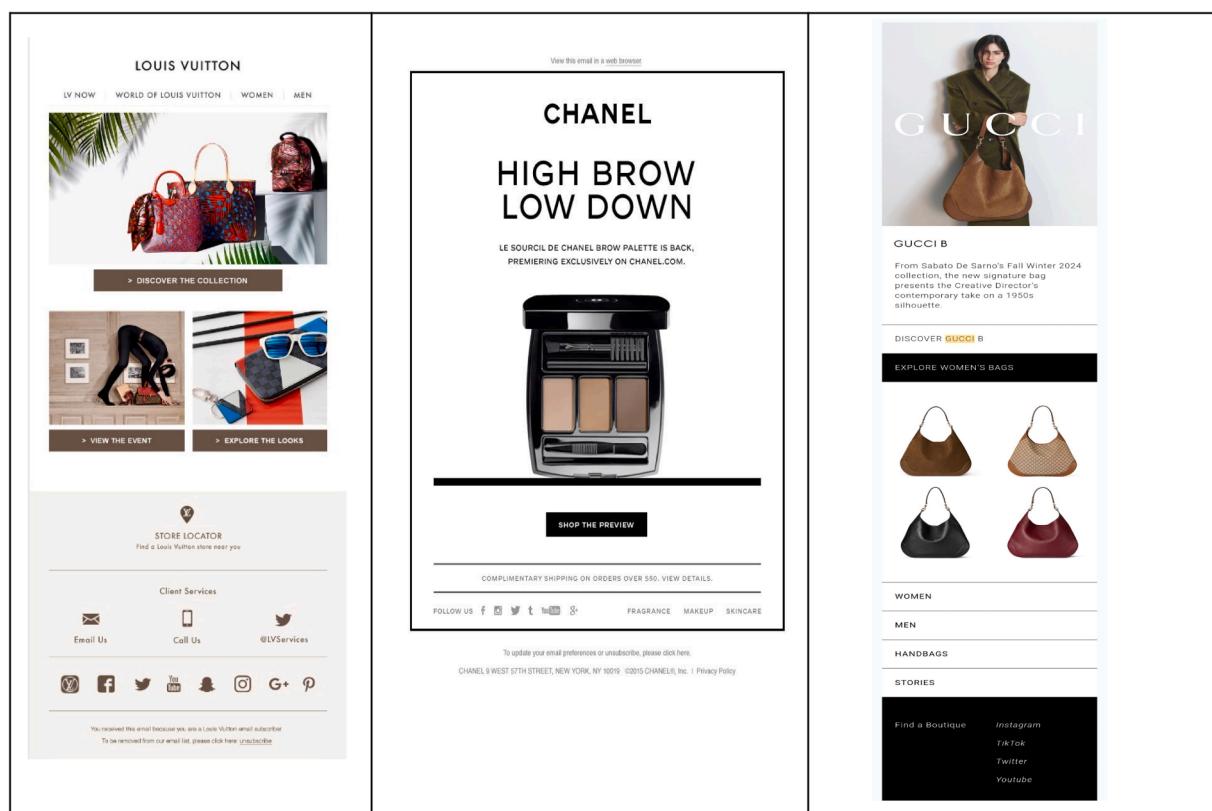
According to Mobile Marketing Association, mobile marketing refers

to a set of practices that enables organizations to communicate and engage with their audience in an interactive and relevant manner through mobile devices or network. Mobile marketing allows marketers to reach consumers who are at, or close to, the point of purchase (*Noris, et al., 2021; Bonetti & Perry, 2017*). Smartphone users are able to reach a company through mobile advertising, mobile search, mobile coupons, emails, and mobile videos, mobile-friendly websites, as well as social media. In addition, smartphone users are able to interact with a company by downloading the company's mobile apps and using the mobile chatbot to facilitate payment or receive SMS special offers based on time of day or physical location through Global Positioning System (GPS). Indeed, marketers can see the potential of mobile marketing because the number of smartphone users in the world is more than six billion and it is expected that the number will grow by several hundred million in the next few years ([www.statista.com](http://www.statista.com), 2023b).

For example, Louis Vuitton's "Louis Vuitton Pass" application is available for tablets and smartphones on both the App store and Google Play. By using Louis Vuitton Pass Apps to scan a campaign visual, consumers can experience the advertisement with behind-the-scenes content. Consumers can also locate the stores nearby and the App will direct them to the e-commerce platform, to discover and to purchase the featured products. The interactive elements of Louis Vuitton's Pass app engage consumers by curating a personal experience that fleshes out familiar ads ([www.louisvuitton.com](http://www.louisvuitton.com)).

Gucci launched its mobile application in October 2009; through its app, Gucci enables shoppers to receive the latest product information, listen to Gucci's podcast, enjoy up-to-date fashion shows, and play with its garments and accessories through augmented reality for virtual try-ons. This means users may try on Gucci's products virtually to see how they look, photograph them, share them online, and get feedback from friends.

For another instance, Chanel has also made a move into mobile with the launch of an iPhone application. Consumers can view photos and



**Fig. 6.** The examples of emails of Louis Vuitton, Chanel and Gucci.

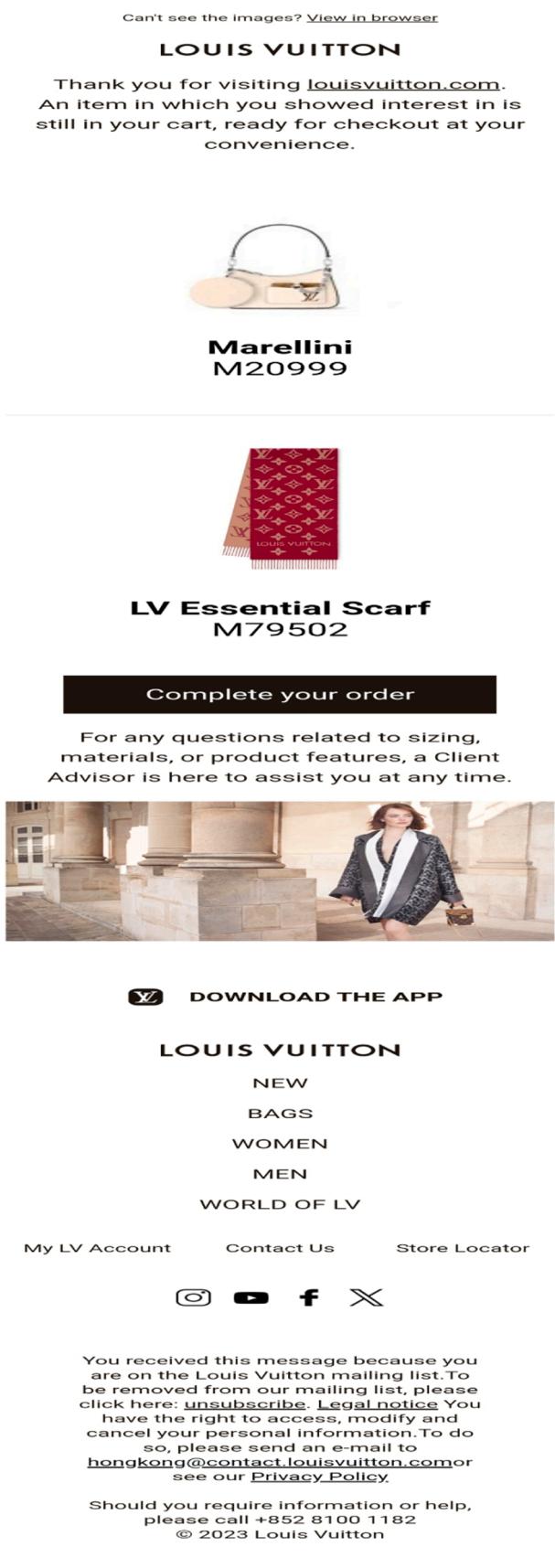


Fig. 7. The cart abandonment email of Louis Vuitton.

videos of the upcoming Chanel collection and get a news feed about what is happening at Chanel. This mobile application provides exclusive Chanel content featuring full pictures of the brand (Tsirulnik, 2017).

#### 5.4.3. Corporate website

A corporate website is the way for a company to communicate its corporate identity across countries and to build relationships with its stakeholders. It can provide cues about the nature of the company and have positive impacts on users' perception of the company (Ageeva et al., 2019). Company's own website is the home of the information that the company wishes to provide over the internet. It can be used in an attempt to attain a number of two-way communication objectives (Arrigo, 2018; Faria et al., 2018; Jain et al., 2022). These objectives include: (1) generate interests and inquiries; (2) create awareness and stimulate trials; (3) create a strong brand and image; (4) disseminate the latest information of a company; and (5) create buzz and gain consideration (Bonetti & Perry, 2017; Choi & Shen, 2017; Jin & Cedrola, 2017).

Baynard Institute has conducted benchmarks twice a year about e-commerce user experience (UX) performance since October 2013, based on an exhaustive performance review of 485 design elements. The performance of the homepage of Louis Vuitton scored 67.9, Gucci scored 59.8, while Chanel got only 54 in 2021. Louis Vuitton's overall e-commerce UX performance is the best among the luxury fashion brands in that study. Indeed, much of the content of Louis Vuitton is presented as full-screen videos which look fantastic. Users can go deeper into some of the content, such as looking at the slideshows or images from the catwalk shows (Kumari et al., 2022). The website of Louis Vuitton is designed to emphasize on promoting a luxury lifestyle. Enhancing the quality of content with gorgeous videos and impressive imagery certainly can benefit luxury fashion brands (Moth, 2015).

#### 5.4.4. Omnichannel marketing

Through Omnichannel marketing, all channels available for consumers, such as corporate website and mobile apps, are connected (Akter et al., 2023a; Barbosa et al., 2018; Berman & Evans, 2018; Bonetti & Perry, 2017; Gupta et al., 2023; Salvietti et al., 2022; Belvedere et al., 2021). The concept of seamless connection between channels can provide customers with a consistent service experience (Kapferer, 2014; Jamal & Kapoor, 2022; Özcan & Oflaç, 2022; Stahl et al., 2021).

Louis Vuitton has implemented OneStock's agile order management technology to provide the high-end service that customers expect. OneStock's store delivery, store pickup and return technology further enhances omni-channel capabilities. Online shoppers can check the real-time stock availability and choose a guaranteed delivery option, such as the offering of the same day delivery or an option to pick up in-store within two hours. The customer will then be updated with an estimated delivery time (Skeldon, 2020).

As of 2017, Gucci has integrated the in-store shopping experience with its digital platform through an omnichannel strategy. Gucci's omnichannel strategy was to integrate both online and offline consumer experience, which involved the direct and rapid collection and integration of data about customers, price, and inventory across all channels. Furthermore, the explosion of data coming from social, mobile, and local channels represents an enormous opportunity to make predictive analytics, and thus improve demand forecasting (Belvedere et al., 2021; Kyrousi et al., 2022). For instance, customers can add a luxury bag to their wish list via WeChat, be greeted at the Shanghai flagship store with exclusive previews of styles not yet available, and finally have it delivered to the customer's Miami hotel while traveling at leisure.

On the contrary, Chanel only offers eyewear, fragrance, makeup and skincare products available to shop online. Indeed, Chanel has no intention of making its core-fashion products sell online. Chanel emphasizes consumers' total retail experience in Chanel; it encouraged consumers to "come into the boutique, try things on, decide what you like". While Chanel did not exploit its potential for revenues through

omnichannel retailing, to remain some of its traditional approaches to retail might actually be the branding strategy that preserves Chanel's revenue-driving luxury profile for years to come (Interino, 2020).

#### 5.4.5. Artificial intelligence and artificial intelligence chatbot

AI-based computer programs can help consumers determine ways in which a particular fashion choice can be implemented (Akter et al., 2023b; Landim et al., 2022; Tam & Lung, 2023; Tiwari & Tomar, 2023; Tam & Lung, 2024). AI allows companies to accurately predict consumers' needs and wants, which is able to reduce fabric waste and better forecast inventories to avoid from producing unwanted products (Chen, 2023; Hang & Chen, 2022). In fact, AI chatbot is a good match for luxury brands as it can provide premium services to consumers ([www.giosg.com](http://www.giosg.com)). They can perform functions such as communicating in different human languages, learning from examples and extracting common patterns from the available information. They can also process visual information to perform specific actions or to answer questions based on the input data and previous knowledge (Landim et al., 2022; Leung & Yan Chan, 2020; Tam & Lung, 2023). Luxury fashion brands such as Louis Vuitton, Salvatore Ferragamo, Burberry, Prada, and Gucci have already adopted AI chatbot.

In 2017, Louis Vuitton has launched an AI chatbot; on Facebook Messenger to provide recommendations to shoppers on products. The AI chatbot is powered by mode.ai, aiming at giving shoppers a more "sophisticated, personalized, visual and conversational online shopping experience" via Facebook. Shoppers can converse with the bot to discover the brand's full line of products and to get suggestions on specific items (Arthur, 2017). In 2021, Louis Vuitton created strategic partnership with Google Cloud for AI and cloud-based innovation ([www.lvmh.com](http://www.lvmh.com)) in order to enhance demand forecasting and inventory management and to help recommend better products to shoppers. According to the statement of Louis Vuitton Company, AI will increasingly touch every aspect of the company's operation, from product development to supply chain and employee-customer interactions (Bloomberg, 2021).

To drive customer satisfaction, Gucci has built a Facebook-integrated chatbot and it also launched scannable adverts (Mullan, 2020). In addition, Gucci is developing demand-based business models and investing in AI to predict sales forecasts and manage purchasing and production levels. By using technology, the group can understand consumer desires, and anticipate demand and seasonal trends more accurately so that better products can be produced and unwanted production of excess stock can be avoided (Kering Group, 2022).

#### 5.4.6. Augmented reality and virtual reality

Augmented reality (AR) is a live view with an overlay of information, which allows consumers to see or try on products in 3D before making the final decision regarding whether or not to purchase a specific product (Casini & Rocetti, 2020; Chen et al., 2022; Tam & Lung, 2024).

Louis Vuitton has created a virtual "try-on" tool for sunglasses, which offers designs to flatter every face. From the classic LV Match and modern aviator shapes to the fashion-forward styles. For instance, Louis Vuitton collaborated with Japanese artist Yayoi Kusama and launched a colorful campaign which uses AR dots to cover famous landmarks including the Arc de Triomphe, the Eiffel Tower, London's National Gallery, the Natural History Museum, the Statue of Liberty, and Tower Bridge. Consumers near one of these famous landmarks can use their smartphones to project red, blue, yellow, green and white dots into the real world. The design is based on Louis Vuitton's physical storefronts and leather products. According to Vogue Business (Schula, 2023), during this campaign, Louis Vuitton and Kusama teams can make good use of online and offline marketing tools seamlessly. Ultimately, it can help increase brand experience, involvement and engagement.

For another instance, Gucci added an AR on its mobile app, in which consumers can try on everything from sneakers and watches to hats and lipsticks. With its AR, Gucci is enabling shoppers to play with its clothing

and accessories using AR for virtual try-ons. This means users can virtually try on Gucci products to see how they look, take pictures, share them online and get feedback from friends (Zhang, 2020).

While virtual reality (VR) enables consumers to experience a virtual version of what a company offers or the environment it creates, it also allows companies to simulate the in-store shopping experience for consumers by using devices such as VR glasses (Tam & Lung, 2023). Nowadays without leaving their homes, consumers can have the experience of shopping in-person through VR (Aleem et al., 2022; Kang et al., 2020).

Through the power of VR, Louis Vuitton is able to transport its customers to the magical Louis Vuitton family home in Asnières, France from anywhere in the world. For instance, by using photogrammetry to scan the entire historic home in Asnières and then reconstruct it in 3D, Louis Vuitton enables iconic pieces from the brand's heritage collection to be featured in the VR experience. VR also enables representations of Louis Vuitton and his wife, Clémence Émilie, to immerse customers in the history of the brand (Papagiannis, 2023).

For instance, in 2019, Chanel unveiled its 'boutique of tomorrow' concept in Paris and showcased a digital-physical retail experience where clients were presented with a high-tech, personalized retail interaction. The pilot boutique augmented with a virtual showroom, technology-enabled mirrors, machine-based product suggestions and contactless payments, etc. The adoption of innovative and creative digital marketing ideas was a roaring success for Chanel, which attracted long-time clients around the globe (Interino, 2020).

For another instance, Gucci celebrated its 100th anniversary by launching Gucci Garden Archetypes in 2021. It is housed in the museum in Florence as an ode to the brand's creative vision over the years. The exhibition revolves around Gucci's inspiration sources, whether in music, art, or pop culture, through fifteen-star campaigns. Inside the museums adopted high technology, complex manual fabrication and innovative architecture to create a sequence of different and immersive worlds. The exhibition was available on-site at the museum and a virtual visit online. Once again, Gucci makes use of digital marketing strategy, innovation, and creativity, to celebrate its 100th anniversary (Bedini, 2021).

#### 5.5. Two-way communication and moderate company's control

The fifth category is two-way communication and moderate company's control, and influencer marketing falls into this category.

##### 5.5.1. Influencer marketing

Influencer marketing focuses on two-way communication, which is between a company and influencers, and influencers and target customers. Companies rely on the way influencers present company products through different channels such as Facebook or YouTube. Influencer marketing is considered a kind of paid media because influencers are paid as brand ambassadors to promote the brands and to drive traffic to a website or to social media pages. However, a company cannot fully control the performance of influencers or affiliates since influencers and affiliates are not the company's employees (Gupta et al., 2023; Jain et al., 2022; Sudha & Sheena, 2017).

Louis Vuitton adopted influential marketing as a promotional strategy. Influencers such as celebrities Madonna, Scarlett Johansson and Angelina Jolie are featured in the advertising campaigns of Louis Vuitton over the years. Louis Vuitton selects its influencers carefully. For instance, Louis Vuitton selects those who have the looks of the "shared values" of Louis Vuitton, especially those who are the best in portraying the required images in the advertisements. Besides, Louis Vuitton has collaborated with designers and artists including Cindy Sherman, Frank Gehry, Karl Lagerfeld, and Rei Kawakubo (Spinks, 2023). Each collaboration has reinvented Louis Vuitton's iconic pieces, increased the brand awareness, and encouraged the sharing of customer bases and cross selling. In 2022, the LV x Kusama collaboration and campaign was a

huge success, with the video teaser of the Kusama collaboration getting 1.2 million "likes" and an average LV post on the Louis Vuitton Instagram page getting 30k-70k "likes" (Northman, 2022).

Similarly, Chanel has deepened its relationships with influencers by including exclusive experiences, from fashion show invitations to thematic events for social media stars. Chanel encourages medium and long-term collaborations with local influencers who like the brand, identify with it, represent its values and portray a certain type of aspirational lifestyle (Alonso, 2018). For instance, Chanel's campaign to promote its new No. 5 L'Eau perfume was a resounding success, with influencers' content generating one million likes in a month. The campaign's success was largely due to the influencers chosen to be involved. In which, influencers visited and experienced the production facility of Chanel in the south of France, as if the audiences were able to participate in the production process (Integrated Business Solutions, 2020).

For another instance, Gucci adopted a strong product strategy deeply connected with the influencers in pop culture (Roberta, 2021a). Gucci is referenced in popular media, such as R&B and rap music as a method to create its unique image among the luxury fashion brands. This helps consumers generate brand associations that link the company to abundance (Stoy, 2020). In addition, Gucci has been working together with some of the iconic celebrities, such as Elizabeth Taylor, Grace Kelly and Jackie Kennedy in the past, and Harry Styles, Rihanna, Lady Gaga, Beyoncé, and Salma Hayek at present. Modern-day celebrities have become the new face of Gucci (G-co.agency, 2021). For its 2021 campaign, Gucci featured celebrities such as Harry Styles, Serena Williams, and Dakota Johnson to do a 'talk show' called The Beloved Show with James Corden. By working with millennial favorite celebrities, including Harry Styles, Kate Moss, and Rihanna, would always be the ultimate validation for luxury brands (Roberta, 2021a).

### 5.6. Two-way communication and low company's control

The sixth category is two-way communication and low company's control, and the digital marketing strategies include: (1) social media marketing, (2) digital runways and (3) digital games. These strategies enable two-way communication and allow (1) the creation and exchange of user-generated content; (2) the sharing of interests, activities, backgrounds, or real-life connections; and (3) fans and followers interact with company's content through likes, shares, comments, direct messages, or by posting on your official pages (Alatawy, 2022; Creevey et al., 2022; Kontu & Vecchi, 2014). Social media marketing, digital runways and digital games are considered as earned media because through sharing, reposting, engaging, commenting and reviewing can help a company achieving online word of mouth and generating buzz marketing and viral marketing (Park et al., 2021). However, the results of and comments received from social media, digital runways and digital games may be out of a company's control, particularly when users leave negative comments on the company's owned social media, online fashion shows or online digital games.

#### 5.6.1. Social media marketing

Social media marketing is a form of electronic communication through which user-generated content can be shared within the user's social network (Luck et al., 2020; Ramadan et al., 2018). Social media has become an important strategy of an organization in engaging consumers and creating brand awareness (Dutot, 2016; Godey et al., 2016; Kim & Ko, 2012; Phan et al., 2011; Taiminen & Karjaluo, 2015). These social media channels include Facebook, X, LinkedIn, Snapchat, and Instagram, where a company can distribute content through both organic and paid channels. Social media marketing has played a vital role in spreading the wave of video marketing and ephemeral content (Culotta, & Cutler, 2016; Dadwal & Alsarhan, 2018; diggitymarketing.com, 2022; Hansson et al., 2013; Liu et al., 2019; Simplilearn.com, 2022).

However, the results of social media may be out of a company's

control particularly when social media users leave negative comments on the company's owned social media or marketers have placed too much emphasis on online social networking with their customers but customers have little or no interest in having a social relationship with the marketers (Colella et al., 2019; Gautam & Sharma, 2017; Martín-Conseguera et al., 2019). If a company is able to make good use of social media marketing by providing appealing contents and interacting with users seamlessly, social media can help the company generate positive word-of-mouth and achieve the best marketing effect within a short period of time (Anil et al., 2020; Lee et al., 2018; Rovai, 2018; Sinha et al., 2012).

Louis Vuitton has managed to keep a consistent visibility across all the social media channels. Louis Vuitton's social media strategies across Facebook, X, Instagram, YouTube, and Pinterest. This has helped Louis Vuitton to speak directly with the audience available online which leads to millions of followers. According to Table 7, Louis Vuitton's Facebook and YouTube accounts have the greatest number of fans (25 million) and subscribers (53.9 million) by October 2024. Louis Vuitton is highly active on social media and regularly publishes content to keep its audience engaged. For instance, Louis Vuitton has launched a campaign together with UNICEF about helping the children through offering a special designed pendant and bracelet ([www.unicef.org.uk](http://www.unicef.org.uk)). For the campaign, Louis Vuitton invited celebrities to promote the bracelet through different social media channels such as Facebook, X, Instagram and Pinterest. When Louis Vuitton introduces a new collection or launches a new campaign, Louis Vuitton tags the celebrities in their posts. When the celebrity reposts the new collection or campaign in their page, the collection or the campaign will reach out to more people as they have a fan following of millions, hence it reaches an audience from diversified backgrounds which helps in enhancing their brand presence.

Chanel saw its social media audience growth accelerating, with a large number of followers across Instagram, Facebook, YouTube, and X. As shown in Table 8, Chanel has the greatest number of followers on Instagram (60 million) and X (13.1 million) by October 2024. Chanel's social success has sky-rocketed in a short space of time, the main reason is because of the video content strategy. Chanel posts consistently on YouTube in particular, using the platform for narrative-led and featuring film content. For instance, "The One That I Want", starring Gisele Bundchen, has amassed over 18 million views to date. Alongside celebrity-driven campaigns, the brand also uses video for more behind-the-scenes content, such as its 'Inside Chanel' series, which is designed to remind consumers of the brand's long history and unique vision. Chanel is overriding focus on video content and choosing to optimize content for different platforms. For example, it often takes snippets of ads to pique interest on Instagram, while it might post a long-form ad on YouTube or Facebook (Integrated Business Solutions, 2020, Alonso, 2018). Indeed, video content is effective in generating engagement on

**Table 7**  
Overview of the social media performance of Louis Vuitton, Gucci and Chanel.

Social Media Brands	Louis Vuitton	Gucci	Chanel
Instagram:			
Number of posts	8217	513	6423
Number of followers	55.6 million	52.3 million	60 million
Facebook:			
Number of "Like" received	25 million	20 million	23 million
Number of followers	25 million	21 million	24 million
YouTube:			
Number of subscribers	53.9 million	12.7 million	26.2 million
Number of videos uploaded	785	1103	1699
X:			
Number of followers	9.8 million	7.2 million	13.1 million
Number of posts	9267	13900	4218
Pinterest:			
Number of followers	92600	579600	/

Source: Compiled by authors (3 Oct 2024).

social media. Chanel is a great example of a luxury brand that has wholeheartedly embraced the medium, using varied video content and optimizing it in order to drive interest cross-platform ([Integrated Business Solutions, 2020](#)).

### 5.6.2. Digital runway

Digital runway is a new type of fashion shows that is merged with digital images and high-tech devices, such as VR headset. This is a kind of technique used by social media platforms such as YouTube for compressed videos to be broadcast over the internet ([Ahn et al., 2023](#)). The fashion calendar is announced publicly so that people from worldwide can see any shows of their interest ([Tam & Lung, 2023](#)). Fashion brands can use the digital runway to communicate with a "stay at home" audience now and in the future, thus saving more resources and communicating more directly.

Louis Vuitton, for example, launched its first fully digital Paris Fashion Week Autumn/Winter 2021 in the Louvre for being the first time to take place entirely without live audiences because of the social distancing measures to control the COVID-19 pandemic. The creative director of Louis Vuitton emphasized to filming a traditional catwalk show instead of a narrative movie so that a pure fashion moment and image can be retained ([Cartner-Morley, 2021](#)).

For instance, Chanel had a fashion show with live audiences online during COVID-19 and showcased its Métiers d'Art collection at the Chateau de Chenonceau in France's Loire Valley. Where known for its arched bridge over the River Cher. Except for the cast and crew members, Kristen Stewart was the only celebrity spectator who attended the show ([L'officiel, 2020](#)). At the same time, the show live-streamed to the rest of Chanel's traditional guest list. In fact, Chanel set a new norm in COVID-19 times, which is only some of the selected celebrities are invited to watch fashion shows while the rest of the world watches from their living rooms ([Chopra, 2020](#)). For another instance, during the pandemic, Gucci set up a 12-hour streaming on its website that combined video art and fashion ([Casini & Rocetti, 2020](#)).

### 5.6.3. Digital games

Digital games are also known as gamification. Gamification refers to the adoption of digital games through the development of game apps or online games. It uses game design elements in non-game contexts to make an application, a product, or a service funnier, more motivating and more engaging ([Billore & Sadh, 2015](#); [Landim et al., 2022](#)). [Zichermann & Linder \(2010\)](#) define gamification as the science and art of turning daily customer interactions into games to serve business purposes. According to Finances Online ([www.financesonline.com](#)), there were 2.69 billion video game players around the world in 2020. The figure will rise to 3.07 billion in 2023, and this is projected to be 5.6% year-on-year growth. The global games market had \$159.3 billion in revenues for 2020.

For digital games, Louis Vuitton has launched a game to celebrate its 200th birthday in August 2021, called "Louis the Game". The game is an action-packed adventure in which players take on the role of Louis Vuitton's mascot, Vivienne, and appear across six imaginary worlds. By playing the game and collecting as many monogrammed candles as possible in the game, players are engaging in the birthday celebration ([DeKlerk, 2021](#)). The game is designed to be played with friends who can all be visible on a global leaderboard, in which unlocks 200 stories from the brand's history and features 30 embedded NFTs for players to discover throughout the game ([Murphy, 2021](#)).

Gucci launched digital games like "Tennis Clash", and fashion-themed video games like "Drest", where users could dress up their avatars with Gucci products. In March 2020, Gucci created "Gucci Sneaker Garage" available on the Gucci app, shoppers may purchase a pair of digital sneakers, called Gucci Virtual 25, the sneaker costs \$11.99 in the app and is designed by the house's Creative Director, Alessandro Michele, showcasing a chunky design with neon colors inspired from the '80s. In that instance, Gucci creates and sells a high-value NFT (non-

fungible token), which is blockchain-based tech that allows for ownership of unique digital items.

Chanel offered a mobile game, with the idea of a slot machine, through the mobile app in 2010. It reinterpreted the slot machine in the smartphone which showcased the gift ideas each time users clicked on the screen to spin the slots ([www.chanel.com](#)). Furthermore, Chanel arranged its pop-up store, namely "Coco Game Center", travelling through Seoul, Tokyo, Thailand, Shanghai, Singapore and Hong Kong in 2018. Which associated childhood memories of video games with the high-fashion house's make-up products ([Tie, 2018](#)). Indeed, this is a good way to surprise and engage customers through different types of games. Ultimately, customers' loyalty and brand awareness can be further enhanced.

## 6. Conclusion and implication

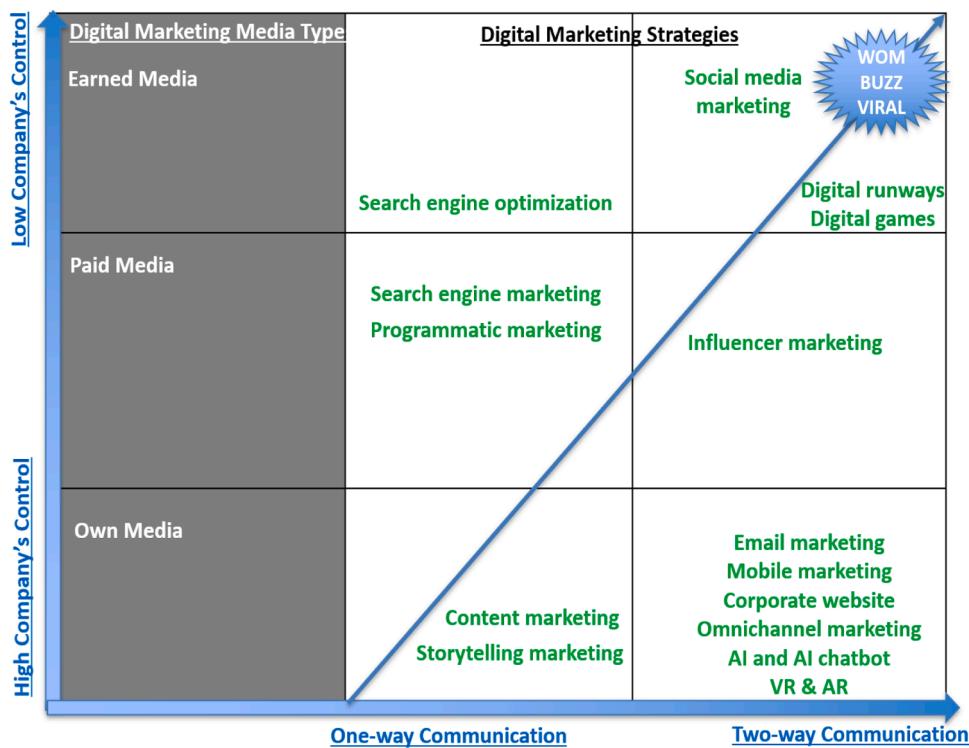
This paper uses a systematic literature review (SLR) and the cases of Louis Vuitton, Gucci and Chanel to explore the implementation of digital marketing strategies adopted by luxury fashion brands, and how these strategies can be put into practice and integrated into the actual operation of luxury fashion brands. It has reviewed the concept of digital marketing including different media types and the categories of digital marketing strategies in terms of the level of company's control and communication.

After conducting the SLR, 15 digital marketing strategies for luxury fashion brands mapping into six categories are identified. [Fig. 8](#) summarises these 15 digital marketing strategies and the six categories of digital marketing strategies for luxury fashion brands in terms of types of media and the level of company's control and communication. In which, the type of digital marketing media chosen by a company is related to the level of its control over the digital marketing strategies. For instance, a company can fully control its own media such as email and mobile apps through the implementations of email marketing and mobile marketing strategies. Furthermore, different digital marketing strategies enable a company to interact with its target audiences, from one-way to two-way communications. Ultimately, the company can general word-of-mouth (WOM), buzz marketing and viral marketing through the uses of different digital marketing strategies. The creations of WOM, buzz and viral result in enhancing the brand awareness, the brand creditability, as well as the increase in sales and profits. The findings have implications for managers and practitioners particularly for the luxury fashion brands as given below:

The first category is one-way communication and high company's control, and the digital marketing strategies in this category include (1) content marketing and (2) storytelling marketing. Luxury fashion companies need to produce more visually appealing contents, such as texts, videos, audios, images and infographics for promoting and telling people about their stories, products or services. Content and storytelling marketing should never be hard selling a company's products, instead they should always be telling stories so that consumers can learn about the brand's stories, such as its innovative work in art and culture, its heritage and current in-house development, as well as its steps towards a more sustainable future.

The second category is one-way communication and moderate company's control, and the digital marketing strategies in this category include: (1) search engine marketing (SEM) and (2) programmatic marketing. These strategies are the kind of media paid by company for commission on sales, lead signups, or clicks. Luxury fashion companies can boost their search engine ranking by building up links in different platforms such as blogs, forums, and affiliates websites. They can optimize the media investment by using programmatic marketing to reach the right person with the right message no matter where the person is.

The third category is one-way communication and low company's control, and search engine optimization (SEO) falls into this category as the digital marketing strategies adopted by luxury fashion brands. Although luxury fashion companies can do very little to rank their



**Fig. 8.** The classification of digital marketing strategies for luxury fashion brands (authors' creation).

website page higher on the internet in SERPs, they can create quality contents specifically for their intended users by adding popular keywords or phrases to the company's website, page titles, page content or even as the name of the image files on company's page. In addition, luxury fashion companies need to make sure their company websites are mobile-friendly in order to reduce the loading time for each page. It is also important to make good use of internal linking.

The fourth category is two-way communication and high company's control, and the digital marketing strategies in this category include: (1) email marketing, (2) mobile marketing, (3) corporate website, (4) omnichannel marketing, (5) AI and AI Chatbot, (6) AR and VR. Luxury fashion companies can make good use of these five digital marketing strategies. The expectations of online shopping and brand experience are higher than before. To be more competitive, fashion practitioners need to invest more in AR, VR, AI and AI Chatbots, and they should also be well-equipped themselves to adopt these digital marketing strategies for businesses.

The fifth category is two-way communication and moderate company's control, and influencer marketing falls into this category. This is suggested that when implementing influencer marketing, luxury fashion companies should build up relationships with both global and local influencers such as celebrities, popstars, artists, designers, authors and innovators from films, fashion, art, architecture, dance and music. The influencers should be selected carefully, for example, those who have the looks of the "shared values" of the brand, and those who like the brand and represent the same value of the brand, portraying a certain type of aspirational lifestyle.

The sixth category is two-way communication and low company's control, and the digital marketing strategies include: (1) social media marketing, (2) digital runways and (3) digital games. It is suggested that luxury fashion companies can make good use of social media marketing by providing appealing contents and interacting with users seamlessly. These strategies can help companies generate positive word-of-mouth and to achieve the best marketing effect within a short period of time. Besides, luxury fashion companies can use digital runways to communicate with a "stay-at-home" audience now and in the future, thus saving

more resources and communicating more directly. In addition, companies can offer digital games through mobile apps or corporate websites, which can be designed to be played with friends who can all be visible on a global leaderboard. Surprising and engaging customers through different types of online games and fashion shows will hopefully enhance customers' loyalty and brand awareness.

As digitization has become part of our daily routines and consumers are spending more time online and using social media, digital marketing strategies emerge as a powerful force for luxury fashion brands to better succeed in the competitive global market. While this current study proposes that digital marketing strategies can be put into practice and integrated into the actual operation of luxury brands, further research is needed to evaluate the effectiveness and outcomes of the 15 digital marketing strategies by collecting both quantitative and qualitative data. Also, the technological development related to digital marketing for luxury fashion brands may change over time, and future studies may attempt to explore the best online platform and the most user-friendly and affordable digital marketing tools to adopt. Besides, the challenges of the implementation of digital marketing strategies for luxury fashion brands may require to investigate. Last but not least, whether or not there are relationships between the adoption of different types of digital marketing strategies and business performance can be investigated.

#### CRediT authorship contribution statement

**Fung Yi Tam:** Writing – review & editing, Writing – original draft, Project administration, Methodology, Investigation, Formal analysis, Data curation, Conceptualization. **Jane Lung:** Writing – review & editing, Writing – original draft, Conceptualization.

#### Declaration of competing interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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