LVMH — TIV Report (Oct 2025)

October 2, 2025

Section Scores

Part 1	Part 2	Part 3	Total	%	Band
130	140	130	400	88.9%	Leader

Executive Summary

LVMH qualifies as a Leader, driven by Sephora's advanced personalization/CDP maturity, group-level AI initiatives, and multi-cloud partnerships (Google Cloud; Alibaba Cloud in China). While maison maturity varies, public evidence shows deep investments in CDP, data platforms, AI-enabled clienteling, and governance.

Strengths

• Sephora personalization/CDP maturity at scale

• Strategic AI partnerships (Google Cloud; Alibaba Cloud China)

• Modern data stack (Snowflake/Databricks/BI)

• Group privacy/governance frameworks

Weaknesses

• No formal Group CDO; responsibilities distributed

• Maison-level maturity uneven vs. Sephora

Part 1 — Business & Strategy (150)

1.1 C-Suite & Board: 30/40 — URD 2024 governance; CTO/CIO listed; no Group CDO; board digital expertise.

1.2 AI Leadership: 10/10 — Google Cloud partnership; Sephora AI case studies.

1.3 Strategy & Financial Commitment: 20/20 — URD 2024: digital/clienteling pillars; capex.

1.4 Hiring & Talent: 30/40 — Careers show AI/ML, platform, data governance roles; internal build bias.

1.5 Team Stability: 10/10 — No reported group-wide tech layoffs (2024–25).

1.6 Culture & Training: 20/20 — Responsible AI/privacy training in governance docs.

1.7 Engineering Culture: 10/10 — Sephora engineering blog; conference talks.

Part 2 — Applications & Data (150)

2.1 Website & App Tech: 20/20 — Sephora/LV apps frequent updates; CDN performance; >4.6★ ratings.

2.2 Customer Data & Analytics: 40/40 — Named CDP + analytics (Snowflake/Databricks); personalization + experimentation.

2.3 Governance & Privacy: 20/20 — CMP live; GDPR/CCPA disclosures.

2.4 Architecture & Automation: 30/30 — API-first; microservices; event-driven automation.

2.5 Engagement & Marketing Ecosystem: 30/40 — Omnichannel marketing/loyalty; broad Martech footprint.

Part 3 — Infrastructure (150)

3.1 Cloud Partnerships & Strategy: 25/25 — Google Cloud; Alibaba Cloud China.

3.2 AI Cloud Partnerships: 15/15 — Google AI + Alibaba Model Studio/Qwen.

3.3 Data & Platform Strategy: 25/25 — Snowflake/Databricks/BI usage.

3.4 AI/ML Ops Maturity: 15/20 — Pipelines/model lifecycle in case studies.

3.5 Compute & Infrastructure: 20/25 — Kubernetes/containerization; GPU for AI workloads.

3.6 CI/CD & Delivery: 15/20 — Automated pipelines; partial CD.

3.7 Security & Trust: 20/20 — Trust centers; certifications; privacy.

Gate & Penalty Rationale

Gate met: ≥2 parts ≥130; none <120. No penalties.

Conclusion

Final classification: Leader. Total 400/450 (88.9%).

Sources (public, attributable)

• LVMH — Universal Registration Document 2024 (urd.lvmh.com)

- Google Cloud & LVMH strategic partnership (2021-06-16)
- Reuters (2024-05-22): LVMH expands Alibaba partnership (Alibaba Cloud AI)
- Vogue Business (2024-05): LVMH uses Alibaba Model Studio/Qwen