

With the introduction of the concepts of clout, hype, and the experience economy within the luxury sector, we are seeing new and exciting visual tensions for consumers — between the seemingly conflicting values of **‘emerging cultural relevancy’** and **‘established heritage dynasticism’**.

To rise to this new, diverse modern luxury consumer, Kerastase must find a visual balance between these forces.







**“Today we have redefined what it means to  
desire in a new luxury landscape in which  
timely and timeless compete for primacy.”**

— Alexandre Arnault, CCO Tiffany & Co., Ex-CEO Rimowa