

Digital Competitive Map Luxury 2019

Milan, 1st October 2019

Panel of 37 Luxury Brands



LUXURY PANEL	
Armani	Loro Piana
Balenciaga	Louis Vuitton
Bottega Veneta	Max Mara <i>New</i>
Brunello Cucinelli	Michael Kors
Bulgari	Miu Miu
Burberry	Moncler
Cartier	Moschino <i>New</i>
Celine	Prada
Chanel	Ralph Lauren
Chloé	Ray-Ban
Coach	Saint Laurent
Dior	Stone Island <i>New</i>
Dolce&Gabbana	Tiffany
Fendi	Tod's
Ferragamo	Tory Burch
Givenchy	Valentino
Gucci	Versace <i>New</i>
Hermès	Zegna
Hugo Boss	

DCM 2019 analytical frame revised/ upgraded: overall 20 Criteria and 200 Parameters



AXES	CATEGORIES	CRITERIA	FOCUS
DIGITAL STRATEGIC REACH (80 Parameters)	1. E-commerce Strategy	1. Countries with E-commerce (added HK, Luxury Pavilion CN, Isetan JP) 2. Online Product Categories Extension (added Pet Accessories)	Worldwide US
	2. "Made in" on Web	3. "Made in" on Web	US
	3. Customer Engagement Strategy	4. Web Languages 5. Email Reach 6. Social Reach (added Line JP, Kakao KR)	Worldwide Worldwide Worldwide
DIGITAL CUSTOMER EXPERIENCE (120 Parameters)	4. Website Experience & Customer Service	7. Product Presentation on Product Pages 8. Product Selection Support (added Order by Price, Size Finder Tool, Back-in-Stock) 9. Customer Service Contact Options 10. Chatbot on Facebook NEW CRITERIA 11. Style Advisory	US US US US US
	5. E-commerce Experience	12. Online Shopping Appeal and Friendliness 13. Online Payment Methods (added Gift Card) 14. Delivery Options (added Return Shipping Options)	US US US
	6. Cross-Channel Experience	15. Store Finder (added Share of Store page) 16. Cross-Channel Services 17. Digital in Store NEW CRITERIA	US US Italy
	7. Customer Engagement Experience	18. Email Proficiency 19. Share of Product Page (added Share via Link) 20. Apps	US US US

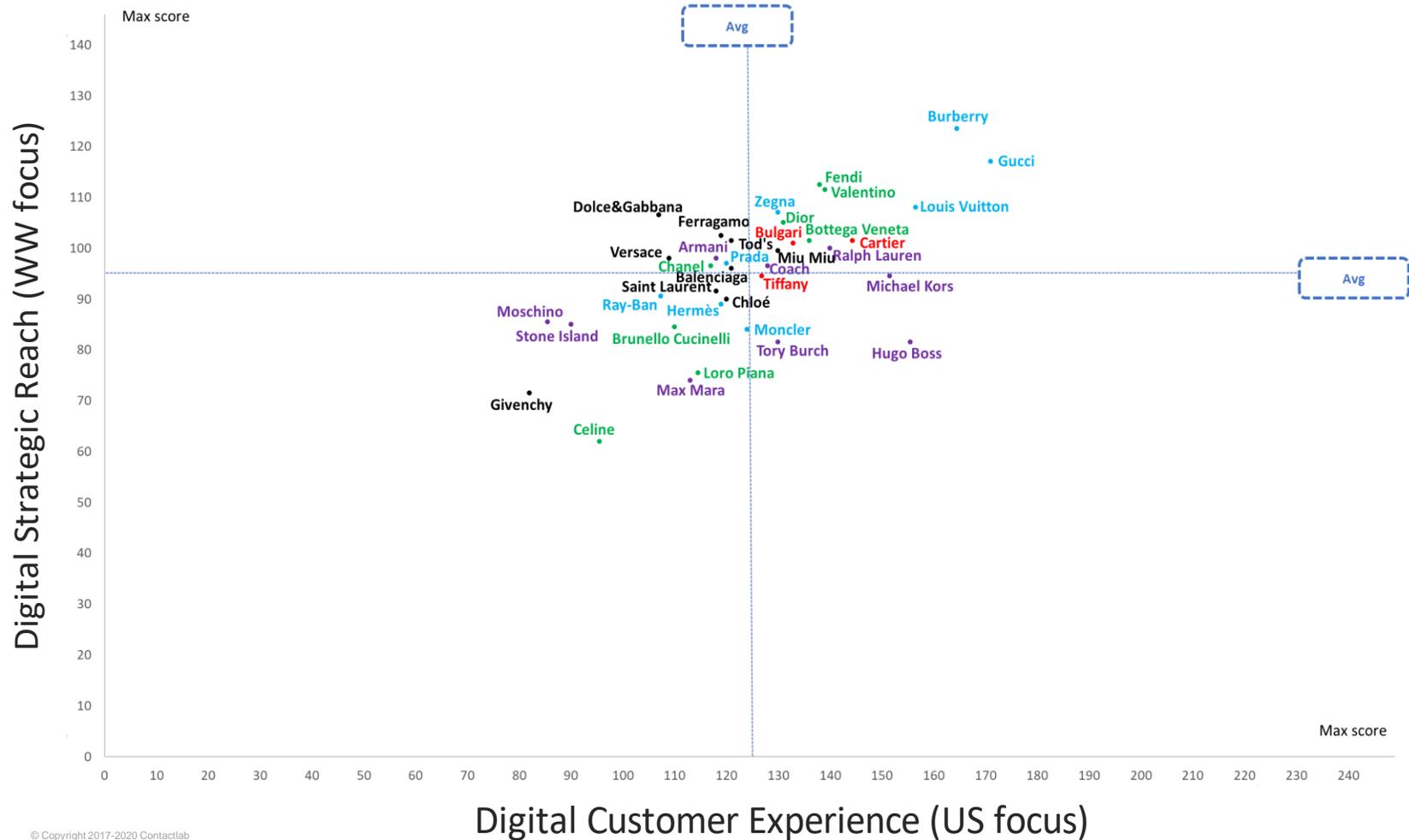


Panel significant improvements in **E-commerce Country Coverage, Social Reach** and **Cross-Channel Services** (around 35% 3-4 years ago)



Digital Competitive Map Criteria	Competitive Map Score 2019	2019 Score Over Maximum Potential %
Email Reach	859	80%
Web Languages	716	72%
Customer Service Contact Options	245	66%
Online Shopping Appeal and Friendliness	340	66%
Countries with Ecommerce	772	65%
Social Reach	701	63%
Product Presentation on Product Pages	316	61%
Email Proficiency	486	57%
Store Finder	776	55%
Product Selection Support	486	55%
Cross-Channel Services	534	53%
Online Payment Methods	350	50%
Delivery Options	435	49%
"Made in" on Web	143	48%
Online Product Categories Extension	325	44%
Style Advisory	188	42%
Apps	114	39%
Share of Product Page	170	27%
Digital in Store	164	25%
Chatbot on Facebook	12	11%
Total Panel	8.131	55%

Digital Competitive Map Luxury 2019



Countries with E-commerce: example detailed supporting table



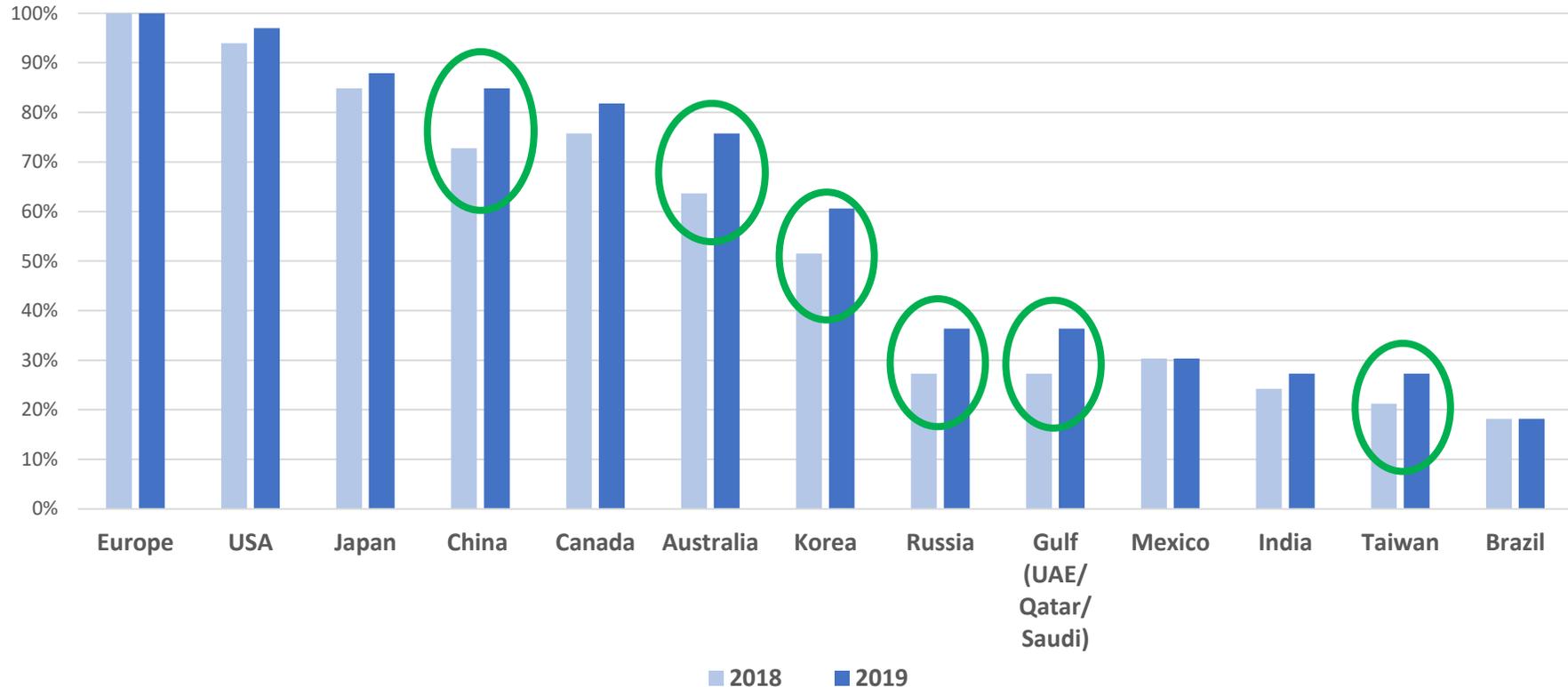
COUNTRIES WITH E-COMMERCE																							
Brand	Ranking	USA	Canada	Europe	Russia		Japan		Korea		Mainland China			Hong Kong	Taiwan	India	Australia	Brazil	Mexico	Gulf (UAE/ Qatar/ Saudi)	Online Sales on E-tailers Net-a-Porter/ Mr Porter US	Online Sales on E-tailer 24 Sèvres US	Online Sales on E-tailer Farfetch US
					Russia Direct	Online Sales on Dept. Store TSUM	Japan Direct	Online Sales on Dept. Store Isetan/ Mitsukoshi luxury	Korea Direct	Flagship Online Stores Lotte/ Hyundai/ Shinsegae	China Direct	Flagship Online Store on Luxury Pavilion (TMALL App) (April 2019)	WeChat Boutique (April 2019)										
Valentino	1	Yes	Yes	Yes	Yes	Yes	Yes	Yes (Women)	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Yes	No	No	Yes	Yes	Yes	Yes
Burberry	1	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No	No	Yes	Yes	Yes	Yes
Bottega Veneta	3	Yes	Yes	Yes	No	Yes	Yes	No	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes
Balenciaga	4	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Yes	No	No	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes
Chloé	4	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Yes	No	No	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes
Dolce&Gabbana	4	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Yes	No	No	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes
Moschino	7	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Yes	No	No	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes
Zegna	7	Yes	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes	No	Yes	No	Yes	No	Yes
Armani	9	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No	No	Emporio Armani	Yes (Armani Beauty)	Yes	Yes	Yes	Yes	No	Yes	No	Yes	No	Yes
Ferragamo	10	Yes	Yes	Yes	No	Yes	Yes	Yes (Women)	Yes	Yes	Yes	No	Yes	No	No	No	Yes	No	Yes	No	Yes	Yes	Yes
Gucci	10	Yes	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	No	Yes	Yes	No	No	Yes	No	No	Yes	Yes	Yes	Yes
Michael Kors	10	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes	No	No	Yes	Yes	No	No	Yes	Yes	No	Yes
Ray-Ban	10	Yes	Yes	Yes	No	Yes	Yes	No	Yes	No	Yes	No	Yes	No	No	Yes	Yes	Yes	No	Yes	No	Yes	Yes
Ralph Lauren	14	Yes	Yes	Yes	Yes	Yes	No	Yes (Women)	No	Yes	Yes	Yes	Yes	No	No	No	No	Yes	No	No	Yes	No	Yes
Stone Island	14	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Yes	No	No	Yes	Yes	Yes	Yes	No	No	No	Yes	No	Yes
Tory Burch	16	Yes	Yes	Yes	No	Shoes, Bags	Yes	No	Yes	No	Yes	Yes (via US site)	No	Yes	Yes	No	Yes	No	No	No	Yes	Yes	Yes
Brunello Cucinelli	17	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Yes	No	No	Yes	Yes	No	Yes	No	No	No	Yes	No	Yes
Miu Miu	18	Yes	No	Yes	No	Shoes, Eyewear	Yes	No	Yes	No	Yes	No	No	Yes	Yes	No	Yes	No	No	Yes	Yes	Yes	Yes
Fendi	19	Yes	Yes	Yes	No	Yes	Yes	No	No	No	Yes	No	No	Yes	No	No	Yes	No	No	Yes	Yes	Yes	Yes
Prada	19	Yes	Yes	Yes	No	Yes	Yes	No	No	No	Yes	No	No	Yes	No	No	Yes	No	Yes	No	Yes	Yes	Yes
Coach	21	Yes	Yes	Yes	No	Yes	Yes	No	No	Yes	Yes	No	Yes	No	No	No	Yes	Yes	No	No	No	No	Yes
Max Mara	21	Yes	Yes	Yes	No	No	Yes	Yes	Yes	No	Yes	No	No	No	No	No	Yes	No	No	No	Yes	Yes	Yes
Moncler	21	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Yes	No	No	No	No	No	No	No	No	No	Yes	Yes	Yes
Tod's	21	Yes	Yes	Yes	No	Yes	No	No	No	No	Yes	Yes	Yes	Yes	No	No	Yes	No	No	No	Yes	No	Yes
Cartier	21	Yes	Yes	Yes	No	Beauty	Yes	No	No	No	Yes	No	Yes	Yes	No	No	Yes	Yes	No	No	Yes	No	Eyewear
Louis Vuitton	26	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Yes	No	Yes	No	No	No	Yes	Yes	No	No	Yes	No	No
Saint Laurent	26	Yes	Yes	Yes	No	Yes	Yes	No	Yes	No	No	No	No	Yes	No	No	Yes	No	No	Yes	No	No	Yes
Loro Piana	28	Yes	No	Yes	Yes	Yes	Yes	No	No	No	Yes	No	Yes	No	No	No	No	No	No	No	Yes (no products)	Yes	Yes
Hugo Boss	28	Yes	No	Yes	No	Yes	No	No	No	Yes	Yes	Yes	Yes	No	No	No	No	No	No	No	Yes	No	Yes
Versace	30	Yes	Yes	Yes	No	Yes	No	No	No	No	Yes	Yes	No	No	No	No	No	No	No	No	Yes	No	Yes
Tiffany	31	Yes	Yes	Yes	No	Eyewear	Yes	Reserve in store (Jewelry)	No	No	Yes	No	No	No	No	No	Yes	No	No	No	Yes (1 product)	No	Yes
Dior	32	Yes	No	Yes	No	Eyewear, Soft Accessories	Beauty	No	Yes	Beauty	Yes	No	Yes	No	No	No	No	No	No	No	No	Yes	Yes
Bulgari	33	Yes	Yes	Partial	No	Beauty, Eyewear, Candles	Yes	Reserve in store (Jewelry)	No	No	Yes	No	Yes	No	No	No	Yes	No	No	No	Yes (no products)	No	SLG
Hermès	34	Yes	Yes	Yes	No	Beauty	Yes	No	No	No	Yes	No	No	No	No	Yes	No	No	No	No	No	No	No
Celine	35	Yes	No	Yes	No	Eyewear	Yes	No	No	No	No	No	No	No	No	No	No	No	No	No	No	Yes	Eyewear
GivENCHY	36	No	No	Yes	No	Yes	No	No	No	No	No	Yes	No	No	No	No	No	No	No	No	Yes	Yes	Yes
Chanel	37	Beauty, Eyewear	Beauty	Beauty, Eyewear (UK)	No	Eyewear	Beauty	Reserve in store (Jewelry & Watches)	Beauty	Beauty	Beauty	No	Yes	No	No	No	No	Beauty	No	No	No	No	Eyewear
		Partial	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
		Partial	Partial	Partial	Partial	Partial	Partial	Partial	Partial	Partial	Partial	Partial	Partial	Partial	Partial	Partial	Partial	Partial	Partial	Partial	Partial	Partial	Partial
		No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No

Improvement DCM 2019 vs. DCM 2018	Worsening DCM 2019 vs. DCM 2018
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Significant increase in Direct E-commerce presence in China, Australia, Korea, Russia, Gulf countries and Taiwan



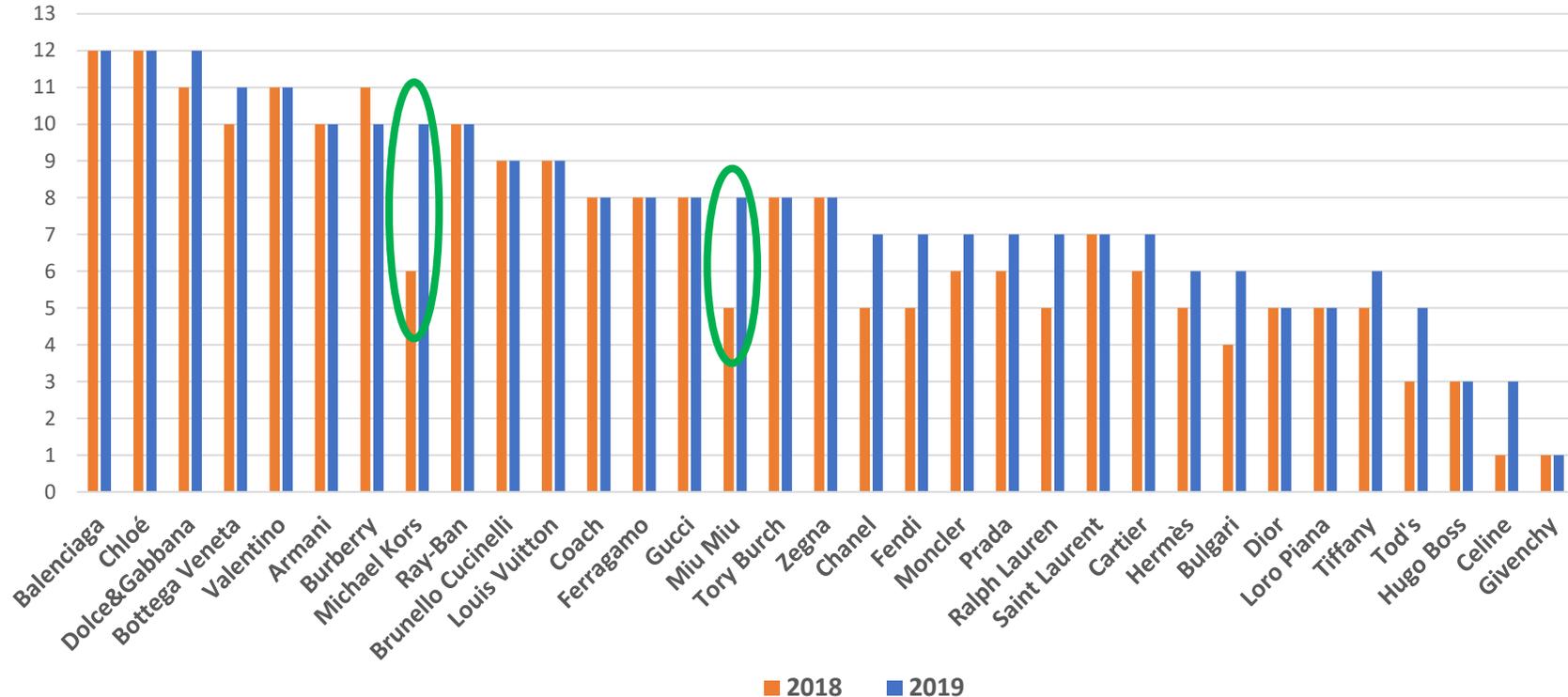
LFL Panel Direct E-commerce presence
(%, Panel 33 brands, DCM 2019 vs DCM 2018)



Michael Kors and Miu Miu with the most Direct E-commerce additions



Countries with Direct Ecommerce by Brand (Panel 33 Brands, DCM 2019 vs DCM 2018)



Note: Europe accounted as one single country, Givenchy still not active in US by the end of the analysis

Celine and Dior started to sell full catalog online in US



Celine US Product page



The Celine US product page features two main images of a dark, textured, long-sleeved dress with a ruffled collar and a pleated skirt. The left image shows the front view, and the right image shows the back view. Below the images, the product name and price are listed: "SHORT 'LAVALLIÈRE' DRESS IN DOT PRINTED SILK GEORGETTE 3,200 USD". The color is "BLACK / WHITE" and the size is "CHOOSE". There are links for "DETAILS", "CARE AND MAINTENANCE", "DELIVERY", "FIND IN STORE", "CONTACT US", "ADD TO WISHLIST", and "SHARE". An "ADD TO BAG" button is located at the bottom right of the product information section.

CELINE

- CELINE SHOP WOMEN
- CELINE SHOP MEN
- CELINE COLLECTIONS
- CELINE MAISON DE COUTURE

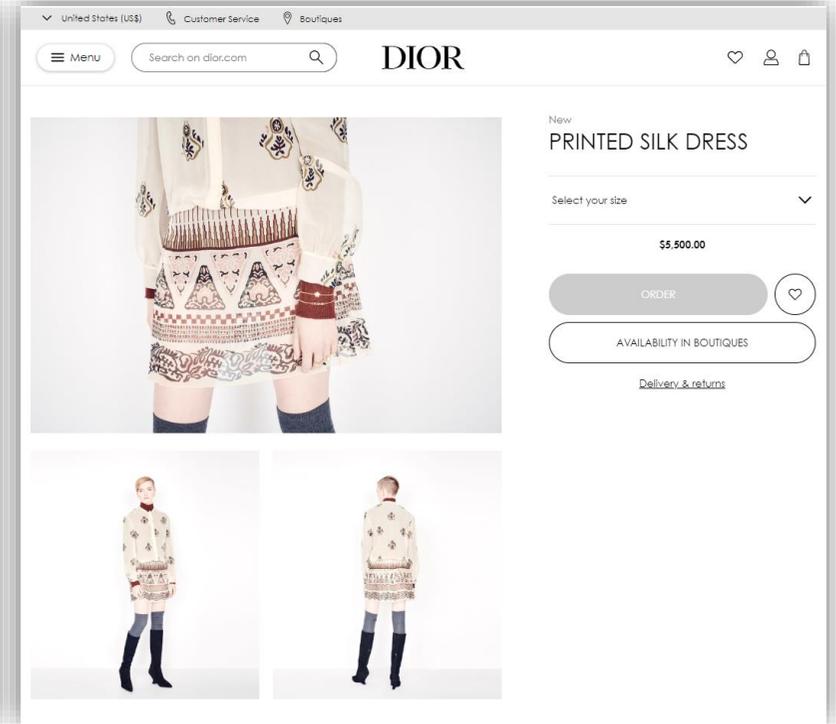
READY TO WEAR

- SHOES
- HANDBAGS
- SMALL LEATHER GOODS
- FINE JEWELLERY
- JEWELLERY
- SUNGLASSES
- ACCESSORIES

DRESSES & SKIRTS

- JACKETS & COATS
- SHIRTS & BLOUSES
- PAINTS
- LEATHER & FUR
- KNITWEAR
- DENIM
- T-SHIRTS & SWEATSHIRTS

Dior US Product page



The Dior US product page features a large image of a woman wearing a cream-colored, long-sleeved dress with a bold, geometric print in black, red, and white. The dress has a ruffled collar and a pleated skirt. Below the main image, there are two smaller images showing the dress from the front and back. The product name is "New PRINTED SILK DRESS". The price is "\$5,500.00". There is an "ORDER" button and a "WISHLIST" button. A link for "AVAILABILITY IN BOUTIQUES" is also present. The page includes a navigation bar with "United States (US)", "Customer Service", and "Boutiques". There is a search bar with "Search on dior.com" and a "Menu" button. The Dior logo is prominently displayed at the top right.

United States (US) Customer Service Boutiques

Menu Search on dior.com DIOR

New
PRINTED SILK DRESS

Select your size

\$5,500.00

ORDER

WISHLIST

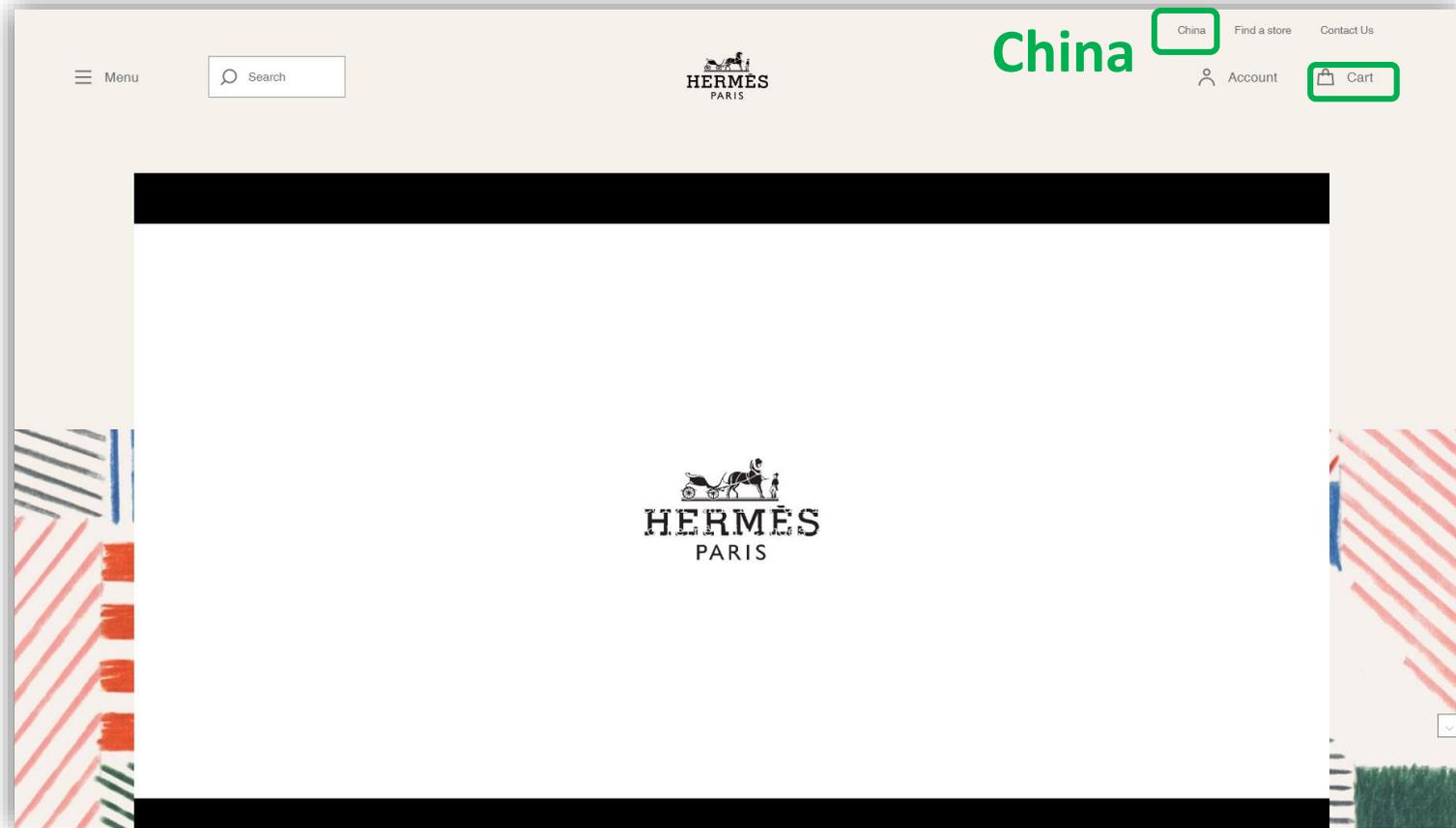
AVAILABILITY IN BOUTIQUES

[Delivery & returns](#)

Hermès / Bottega Veneta / Fendi / Ralph Lauren / Tiffany started to sell directly online in China



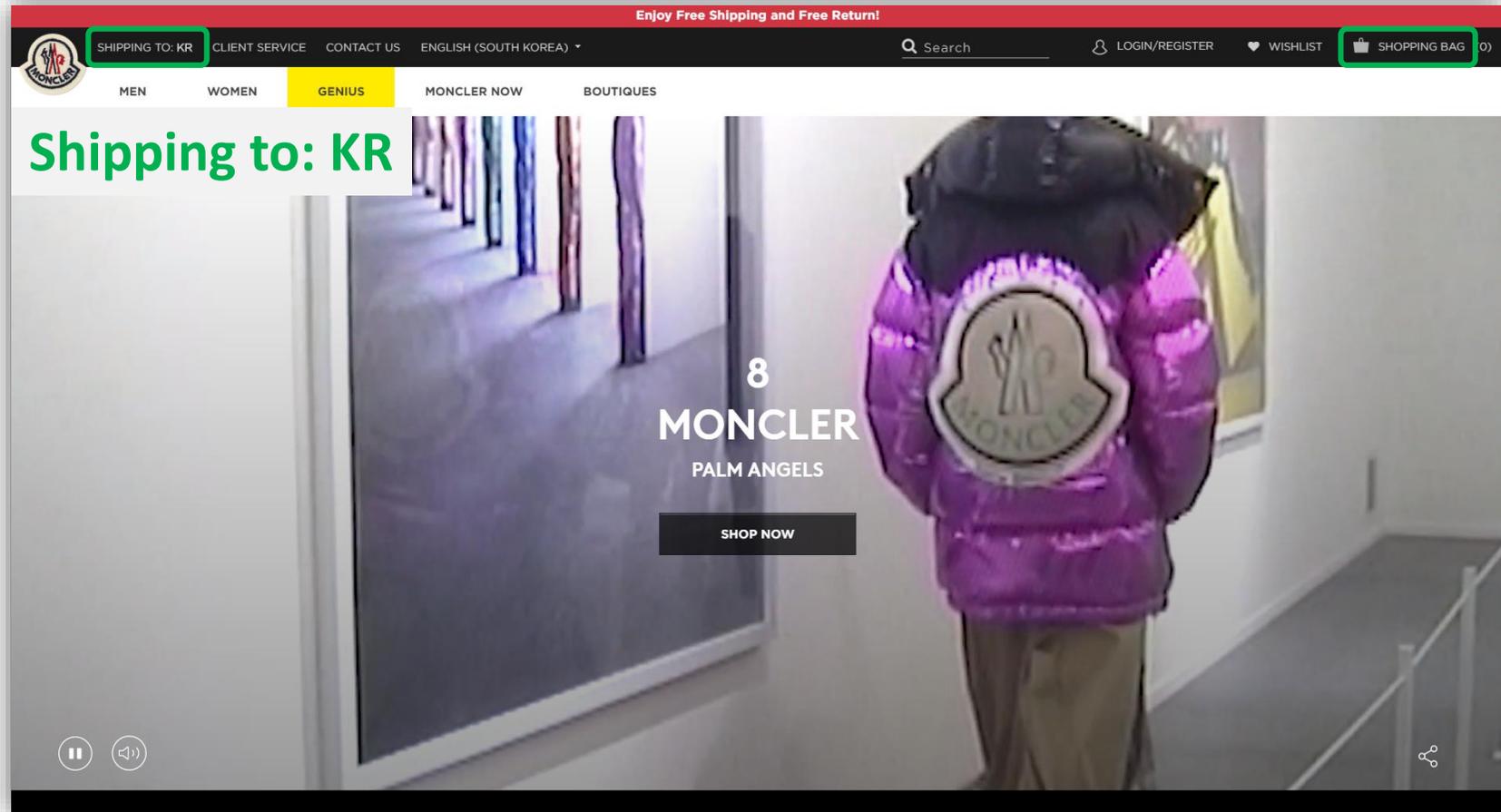
Example Hermès



Moncler / Miu Miu / Chanel started to sell directly online in Korea



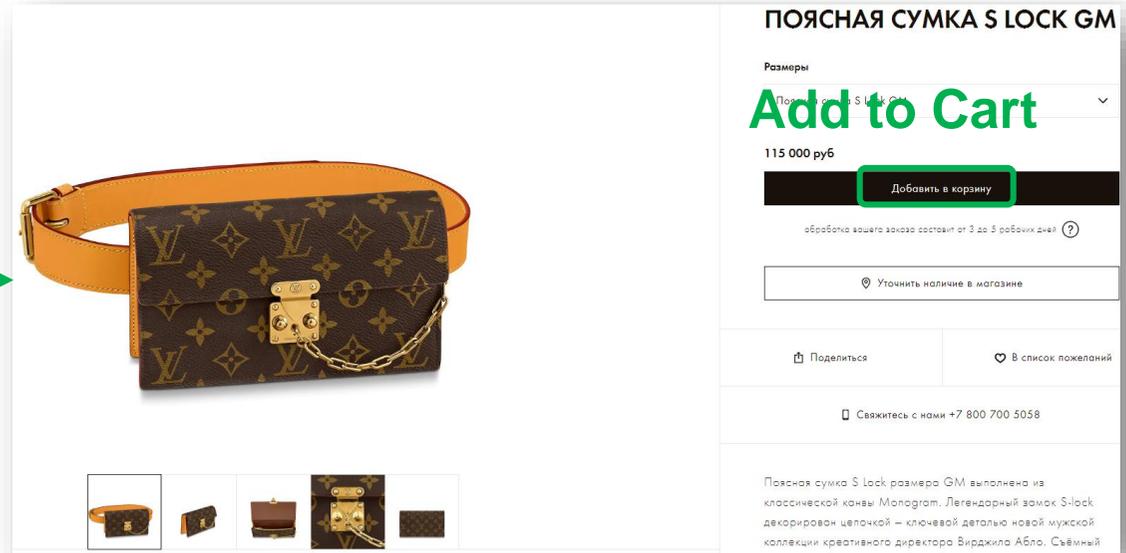
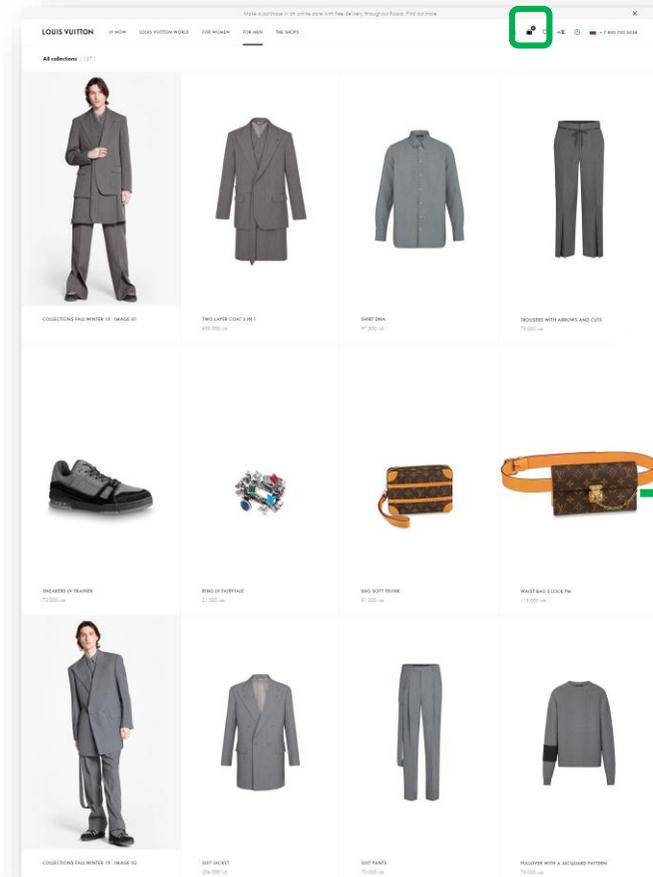
Example Moncler (in Korea powered by Moncler, not by Ynap)



Louis Vuitton / Michael Kors / Ralph Lauren started to sell directly online in Russia



Example Louis Vuitton



Dolce&Gabbana / Chloé / Miu Miu started to sell directly online in Taiwan



Example Dolce&Gabbana

DOLCE & GABBANA

女士 男士 儿童 腕表与珠宝 礼物 #DGYOURSELF #DGMILLENNIALS WORLD

TAIWAN TW | ZHO

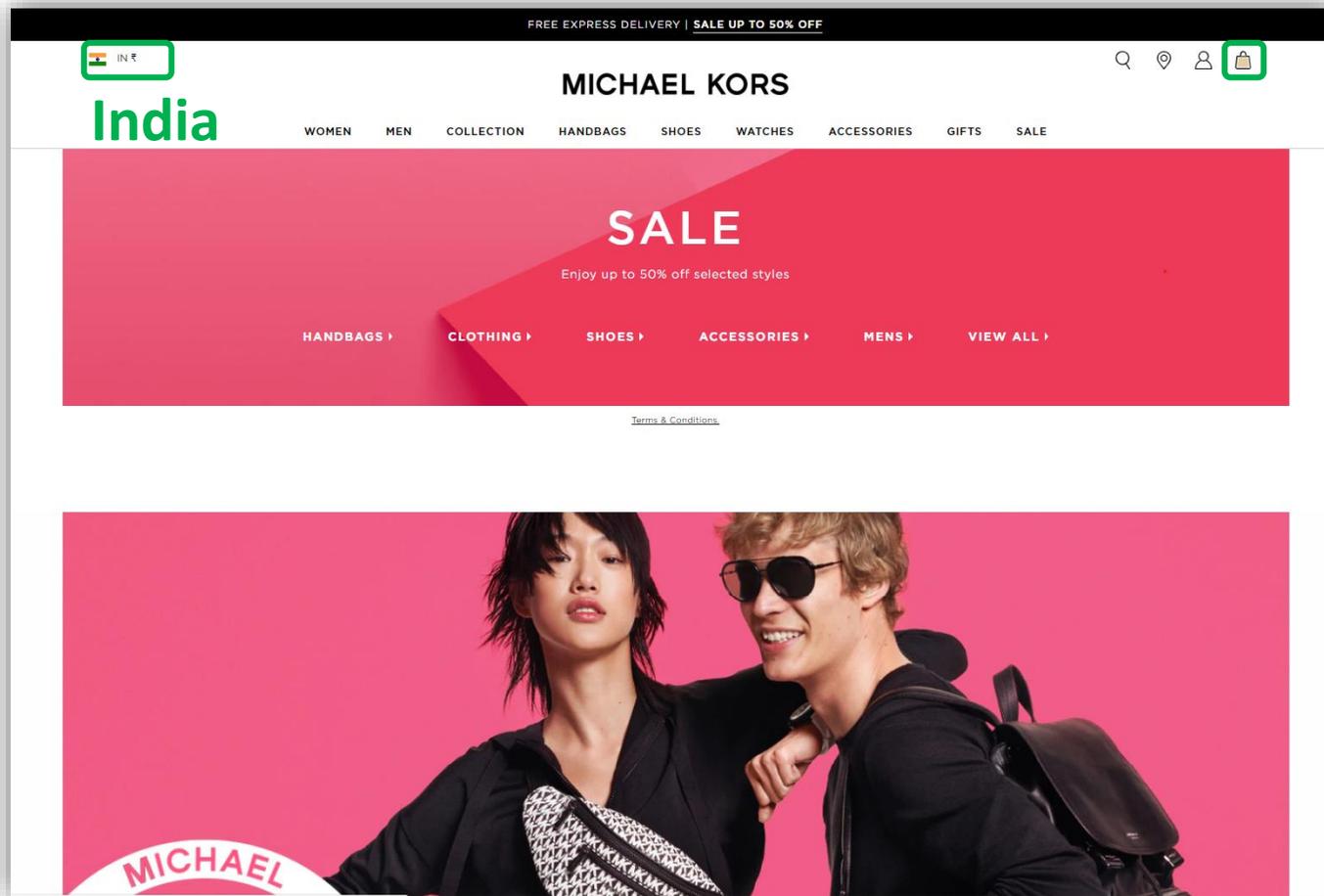
MOVE TO THE RHYTHM OF YOUR STEPS. #DGLIMITED BY EMIS KILLA

#DGLIMITED BY EMIS KILLA

意大利饶舌歌手合作款运动鞋

即刻选购 Shop now

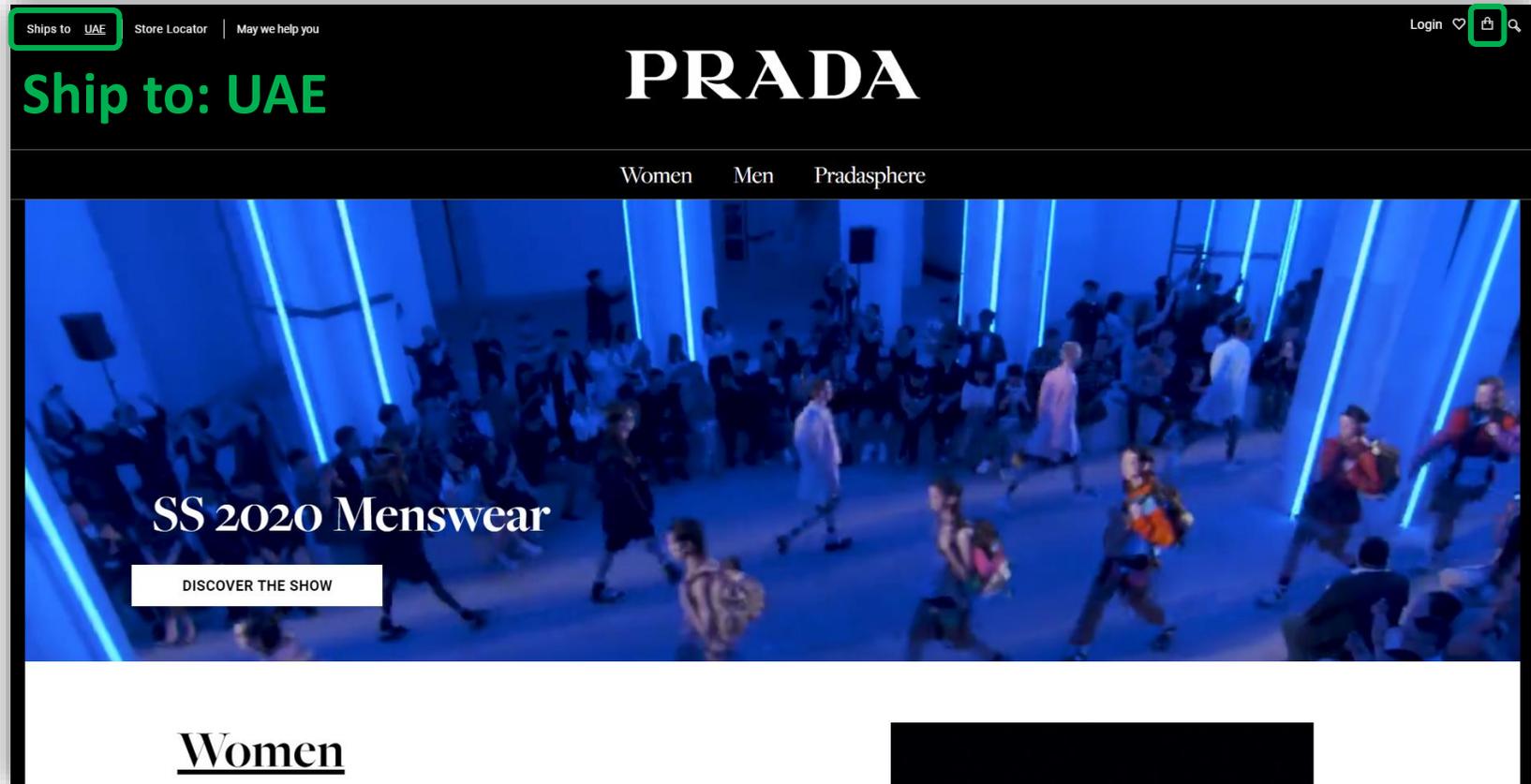
Michael Kors started to sell directly online in India



Prada / Miu Miu / Michael Kors started to sell directly online in the Gulf



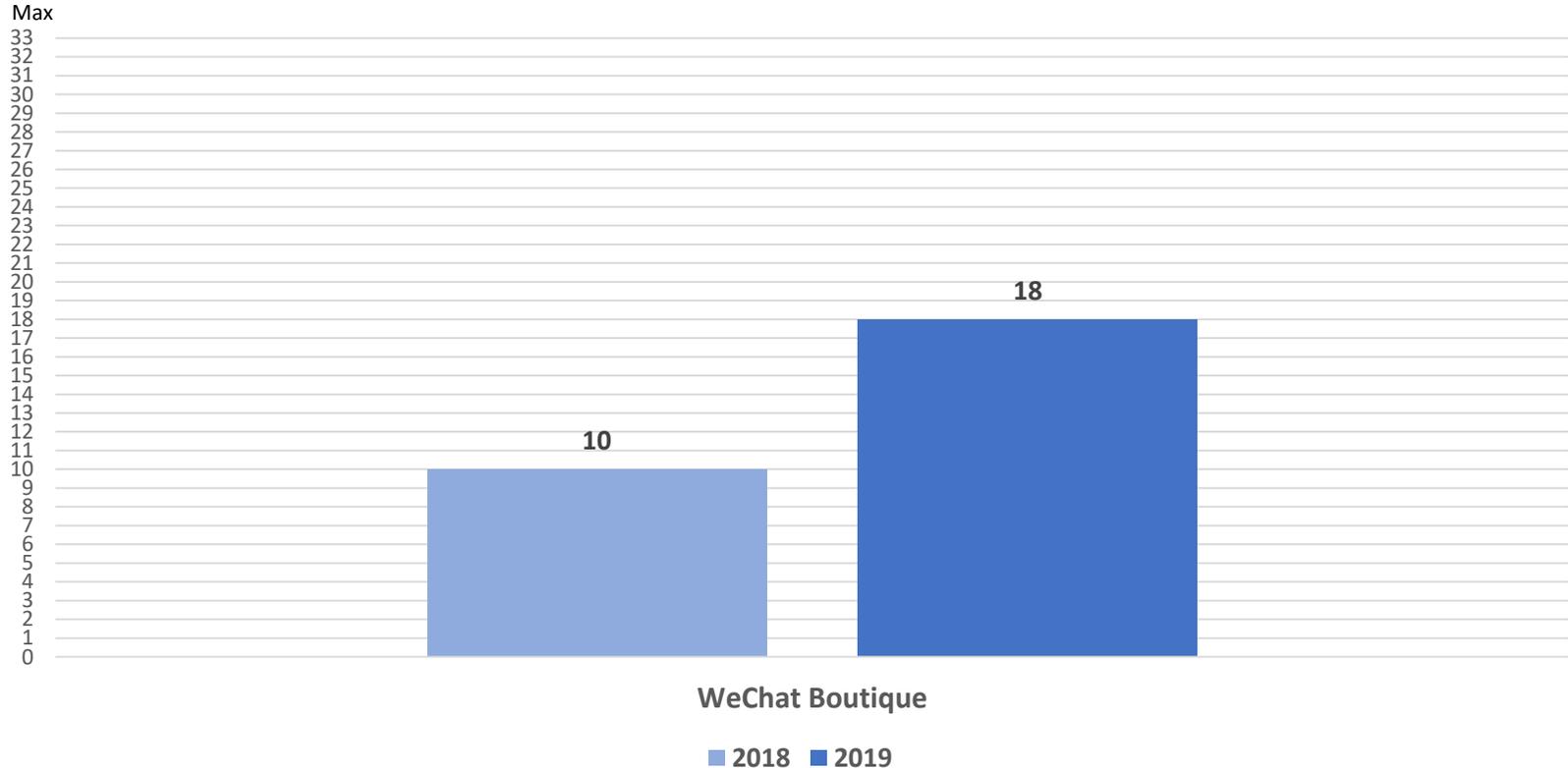
Example Prada (UAE)



WeChat Boutiques brand coverage almost doubled



Brands selling on WeChat
(Number of brands, Panel 33 brands, DCM 2019 vs DCM 2018)

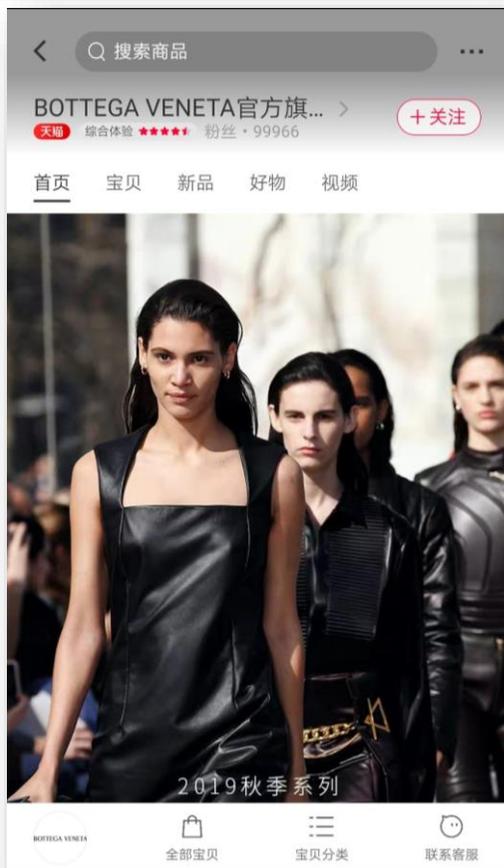


11 Brands selling on Luxury Pavilion



Example Bottega Veneta

Luxury Pavilion Homepage



Luxury Pavilion Product Page

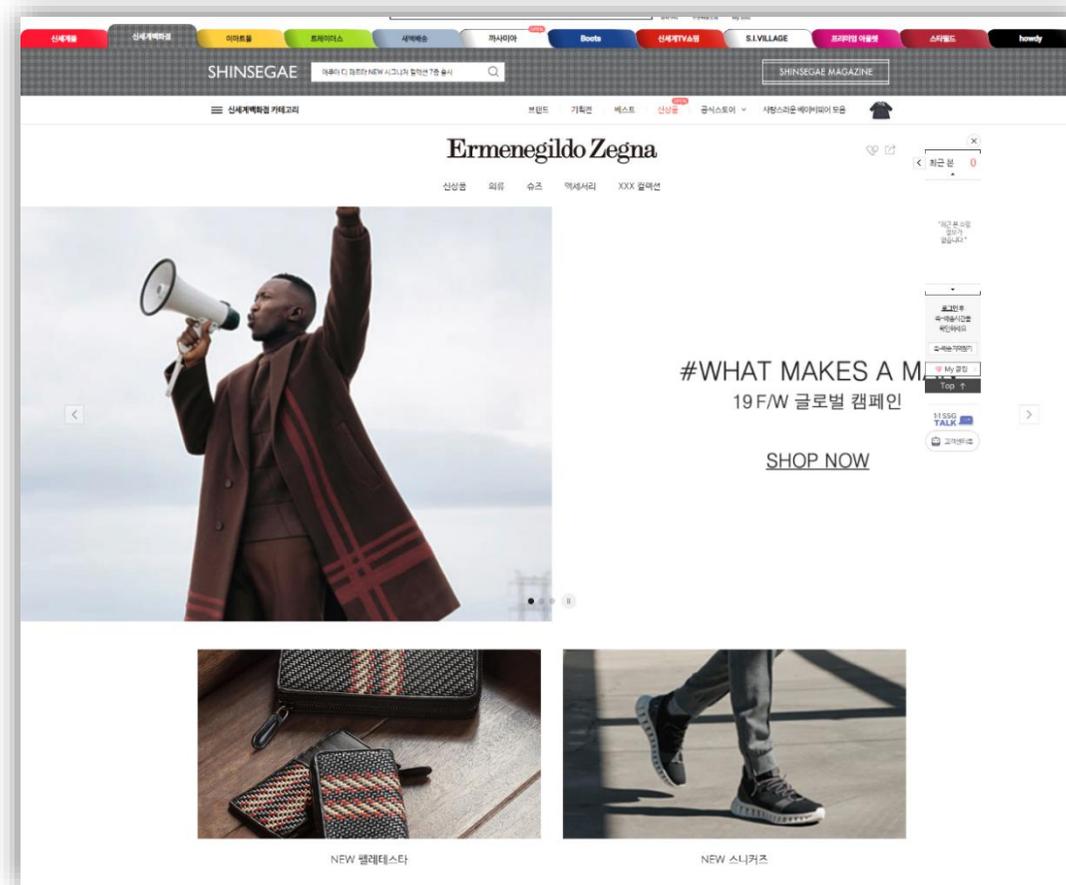


Add to cart | Buy

Zegna and Hugo Boss started to sell online on major Korean dept. store Shinsegae



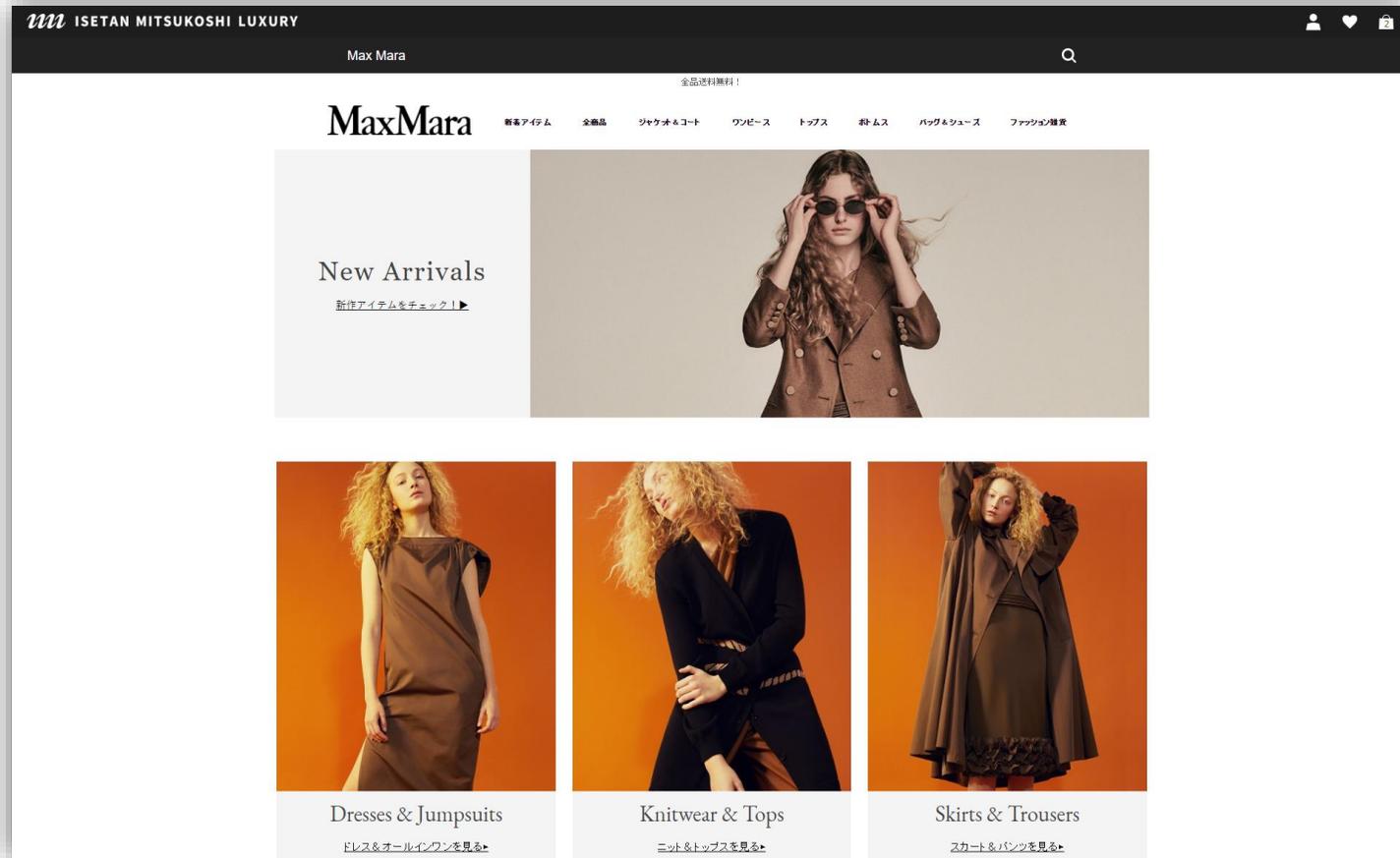
Example Zegna



Only Max Mara / Valentino / Ferragamo / Ralph Lauren selling online on Japanese Isetan Mitsukoshi Luxury



Example Max Mara



Most Brands increased their online offer in Jewelry



Example Ferragamo

The image displays two screenshots from the Salvatore Ferragamo website. The left screenshot shows a product grid for 'Silver Jewelry' under the 'WOMEN | JEWELRY AND WATCHES' category. A green box highlights the 'GANCINI BRACELET - SIZE S' for \$530. A green arrow points from this box to the right screenshot, which is a detailed product page for the same bracelet. The product page includes the title 'GANCINI BRACELET - SIZE S', model code '780198 708898', price '\$ 530', a description of the bracelet's design and materials, shipping information, and interactive buttons for 'ADD TO BAG', 'IN YOUR STORE', 'Add to wishlist', 'Share', and 'Print'.

Salvatore Ferragamo

WOMEN | JEWELRY AND WATCHES **Silver Jewelry** Sort by: Default Filters In your store

- Fine Jewelry
- Fashion Jewelry
- Watches
- All

GANCINI NECKLACE \$ 1,250 GANCINI BRACELET - SIZE M \$ 850 GANCINI NECKLACE \$ 390

GANCINI BRACELET - SIZE S \$ 850 **GANCINI BRACELET - SIZE S \$ 530** GANCINI EARRINGS \$ 350

GANCINI BRACELET - SIZE S

MODEL CODE 780198 708898

\$ 530

The timeless elegance of the Gancini in a contemporary and innovative interpretation. This bangle is made from rhodium-finish silver with different size Gancini in a fresh and elegant design. Size S: 16 cm. Collection SS 19

Color: Silver

THIS ITEM SHIPS IN 5-7 BUSINESS DAYS.

ADD TO BAG

IN YOUR STORE

Add to wishlist Share Print

PRODUCT DESCRIPTION

in rhodium-finish silver

Made In ITALY

New Panel entry **Versace** with significant online offer of **Jewelry** and **Watches**...



United States | EN (\$) Stores Customer Care SHOP THE SUMMER SALE COMPLIMENTARY GROUND SHIPPING Sign in / Register

VERSACE

WOMEN MEN CHILDREN HOME COLLECTION SALE JEANS COUTURE WORLD OF VERSACE

Home | Women | Accessories | Fashion Jewelry | V-Floral Garden Stud Earrings



V-FLOREAL GARDEN STUD EARRINGS

\$325.00

Color: Gold



NOTIFY WHEN AVAILABLE

Find in Boutique

Evolve the spring time, these V-Floral Garden stud earrings feature a gold tone Medusa in the center and crystal petals. All Versace Jewels... [More](#)

DETAILS & CARE +

SIZE & FIT +

SHIPPING & RETURNS +

United States | EN (\$) Stores Customer Care SHOP THE SUMMER SALE COMPLIMENTARY GROUND SHIPPING Sign in / Register

VERSACE

WOMEN MEN CHILDREN HOME COLLECTION SALE JEANS COUTURE WORLD OF VERSACE

Home | Women | Watches | Gold Audrey V. Watch



GOLD AUDREY V. WATCH

\$1,350.00

Color: PNUL



ADD TO BAG

Find in Boutique

A youthful, effervescent and fun timepiece the Audrey V. is a watch for the women who are glamorous and never without a sense of humor... [More](#)

DETAILS & CARE +

SHIPPING & RETURNS +

....and also Homeware



The screenshot displays the Versace website's home page. At the top, the Versace logo is centered, with navigation links for WOMEN, MEN, CHILDREN, HOME COLLECTION, BAGS, JEANS, FOOTWEAR, and WORLD OF VERSACE. Below the navigation is a large image of a row of decorative candles. Underneath the image is the text "HOME COLLECTION". A green-bordered navigation bar contains the following items: BAROCCO, I ♥ BAROQUE, BED & BATH, DINING, LIVING, and VERSACE LIFESTYLE. Below this bar is the heading "THE 2019 PORCELAIN COLLECTION". The main content area features two product listings: "BAROCCO" with a stack of ornate porcelain dishes and a table with "COPPER SETS" and "GIA SETS"; and "MEDUSA" with a golden Medusa head sculpture and a table with "HONEY BEEHIVE" and "BOWL".

New Panel entries Stone Island / Moschino / Versace selling Childrenwear online

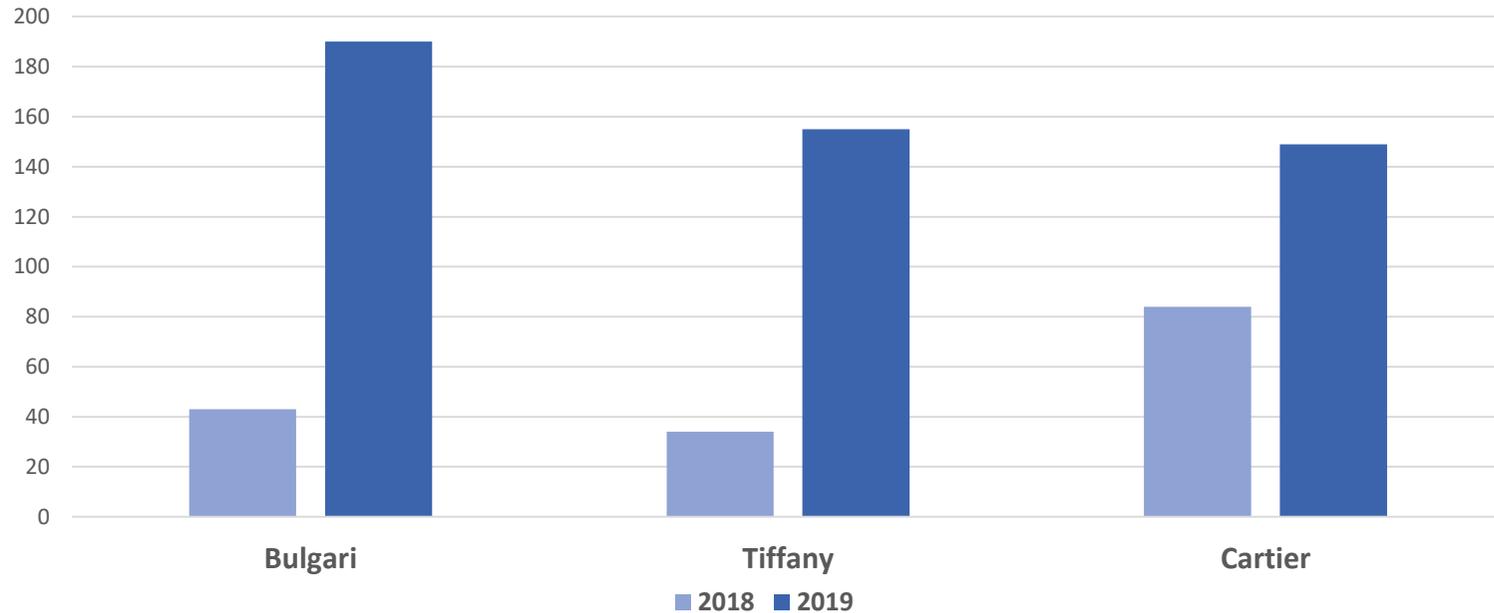


Example Stone Island

The screenshot shows the Stone Island Junior website. At the top, there is a navigation bar with the Stone Island logo, a search icon, and links for 'STONE ISLAND', 'SHADOW PROJECT', 'JUNIOR', and 'THE BRAND'. Below the navigation bar is a large hero image of a young boy in a green jacket looking through binoculars, with a sailboat in the background. Below the hero image is a green-bordered box containing the text 'SS_'019 _ STONE ISLAND JUNIOR'. To the right of this box is the text 'SS_'019 _ STONE ISLAND JUNIOR' in green. Below this is a paragraph of text: 'Within the Spring Summer, 2019 Junior collection graphics, stripes and the iconic patterns of the Stone Island logo are all sailing-inspired. The color palette includes bright tones such as yellow, red and teal, contrasting with soft and industrial ones: pink salmon and light green, black, military green and white.' Below the text are four jackets displayed in a row. Each jacket has a 'QUICK BUY' button below it. The jackets are: 1. Light pink salmon jacket (40333 MEMBRANA 3L-TC), 2. Bright yellow jacket (40334 LIGHT SOFT SHELL-R), 3. Light green and white jacket (41336 GARMENT DYED PLATED REFLECTIVE), and 4. Military green jacket (41231 COMFORT TECH COMPOSITE).

Jewelers significantly expanding their online offer into Soft Luxury

Extension into Soft Luxury
(US, number of Bags/SLG/Soft Acc, DCM 2019 vs DCM 2018)



Hermès starting to declare “Made-in” in RTW and Soft Accessories (beyond Watches already done before)



United States Find a store Contact Us

Menu Search Account Cart

HERMÈS PARIS

Back

"SANGLES EN ZIG ZAG" MICRO JACKET

\$2,525

Micro jacket in "Sangles en zig zag" printed cotton (100% cotton)

- Front and cuff fastening with palladium-plated jeans buttons
- "Hermès Paris" embossed in calfskin at the waist band

Made in France [See less](#)

Size Select >

This item will have a shipping delay of 5-7 business days.

Add to cart

Product reference: H923200DT9034

Like to know more? [Contact Customer Service](#)

Product details +

Made in France

United States Find a store Contact Us

Menu Search Account Cart

HERMÈS PARIS

Back

DANS LES NUAGES TWILLBI TIE

\$195

Tie in hand-sewn silk twill (100% silk)

Riders in the sky - a jockey's dream?

Reverse your tie to reveal a hidden pattern

Made in France [See less](#)

Designed by Philippe Mouquet

3:18 made

Color (5)

Add to cart

Product reference: H626122T 19

Like to know more? [Contact Customer Service](#)

Care +

Delivery & returns +

Made in France

Louis Vuitton started to declare “Made-in” origin for Shoes (beyond RTW and Watches already done before)



LOUIS VUITTON | LV NOW | WORLD OF LOUIS VUITTON | WOMEN | MEN | STORES | +1.866.VUITTON



IASNAI STELLAR SNEAKER BOOT

Size: 38.0

\$920.00

Place in Cart

Complimentary delivery or collect in stores

Find in Store

Share | Add to Wishlist

Call us at 1.866.VUITTON

Louis Vuitton's iconic Stellar sneaker boot comes in historic Damier canvas with an oversized LV on the side, recalling the House's heritage of personalizing its clients' trunks and bags. White laces and a white rubber outsole give this hi-top a fresh look, while a side zip ensures easy fitting.

Detailed Features

- Damier canvas
- Side zip

Made in Italy

Made in Italy

RECENTLY VIEWED PRODUCTS

- WRAP COAT \$5,600.00
- SLEEVELESS ZIPPED A-LINE DRESS WITH EMBROIDERED PATCHES \$2,930.00
- HALTER NECK BUTTON UP DRESS \$5,600.00

LOUIS VUITTON | LV NOW | WORLD OF LOUIS VUITTON | WOMEN | MEN | STORES | +1.866.VUITTON



IASBMD MADELEINE PLATFORM SANDAL

Size: 38.0

\$1,320.00

Place in Cart

Complimentary delivery or collect in stores

Find in Store

Share | Add to Wishlist

Call us at 1.866.VUITTON

The Madeleine platform sandal is a feminine style distinguished by its cross-over straps in velvety suede baby goat leather. It is accessorized with a jewel-like LV Circle signature, which is paved by hand with sparkling Swarovski™ rhinestones. A zipper at the back ensures easy fitting.

Detailed Features

- Suede baby goat leather
- Black
- Leather outsole
- 100 mm high heel

Made in Italy

Made in Italy

RECENTLY VIEWED PRODUCTS

- STELLAR SNEAKER BOOT \$920.00
- WRAP COAT \$5,600.00
- SLEEVELESS ZIPPED A-LINE DRESS WITH EMBROIDERED PATCHES \$2,930.00

Versace only new Panel Entry systematically declaring



United States | EN (\$) | Stores | Customer Care | SHOP THE SUMMER SALE | COMPLIMENTARY GROUND SHIPPING | Sign in / Register | Heart | Bag

VERSACE

WOMEN | MEN | CHILDREN | HOME COLLECTION | SALE | JEANS COUTURE | WORLD OF VERSACE

Home | Women | Bags | Voyage Barocco Print Evening Bag



NEW IN

VOYAGE BAROCCO PRINT EVENING BAG
\$1,350.00

Color: Black



ADD TO BAG

Find in Boutique

Share | Heart

Supple calf leather evening bag in the Voyage Barocco print, inspired by motifs of travel and the meeting of New York and Milan. Enriched with [More](#)

DETAILS & CARE

- Voyage Barocco print
- Medusa
- Magnetic flap over closure
- Internal pockets
- Removable shoulder chain strap
- Outer fabric: 100% Leather
- Lining: 100% Cotton
- Trim: 100% Leather

Made in Italy

Made in Italy

United States | EN (\$) | Stores | Customer Care | SHOP THE SUMMER SALE | COMPLIMENTARY GROUND SHIPPING | Sign in / Register | Heart | Bag

VERSACE

WOMEN | MEN | CHILDREN | HOME COLLECTION | SALE | JEANS COUTURE | WORLD OF VERSACE

Home | Women | Clothing | Jackets & Coats | Technicolor Baroque Print Silk Bomber Jacket



TECHNICOLOR BAROQUE PRINT SILK BOMBER JACKET
\$2,550.00

Color: Print



Size: 36 38 42 44 | Size Guide

ADD TO BAG

Find in Boutique

Share | Heart

Silk twill bomber jacket with front zip closure and contrast ribbed knits. Boasts the bright Technicolor Baroque print - featuring a Barocco - [More](#)

DETAILS & CARE

- Technicolor Baroque print
- Front zip closure
- Ribbed knits
- Outer Fabric: 100% Silk
- Lining: 100% Silk
- Padding: 100% Acrylic
- Trim: 74% Viscose 23% Polyester 3% Elastane
- Delicate dry clean only
- Protect accessory before washing
- Do not wash, bleach or tumble dry

Made in Italy

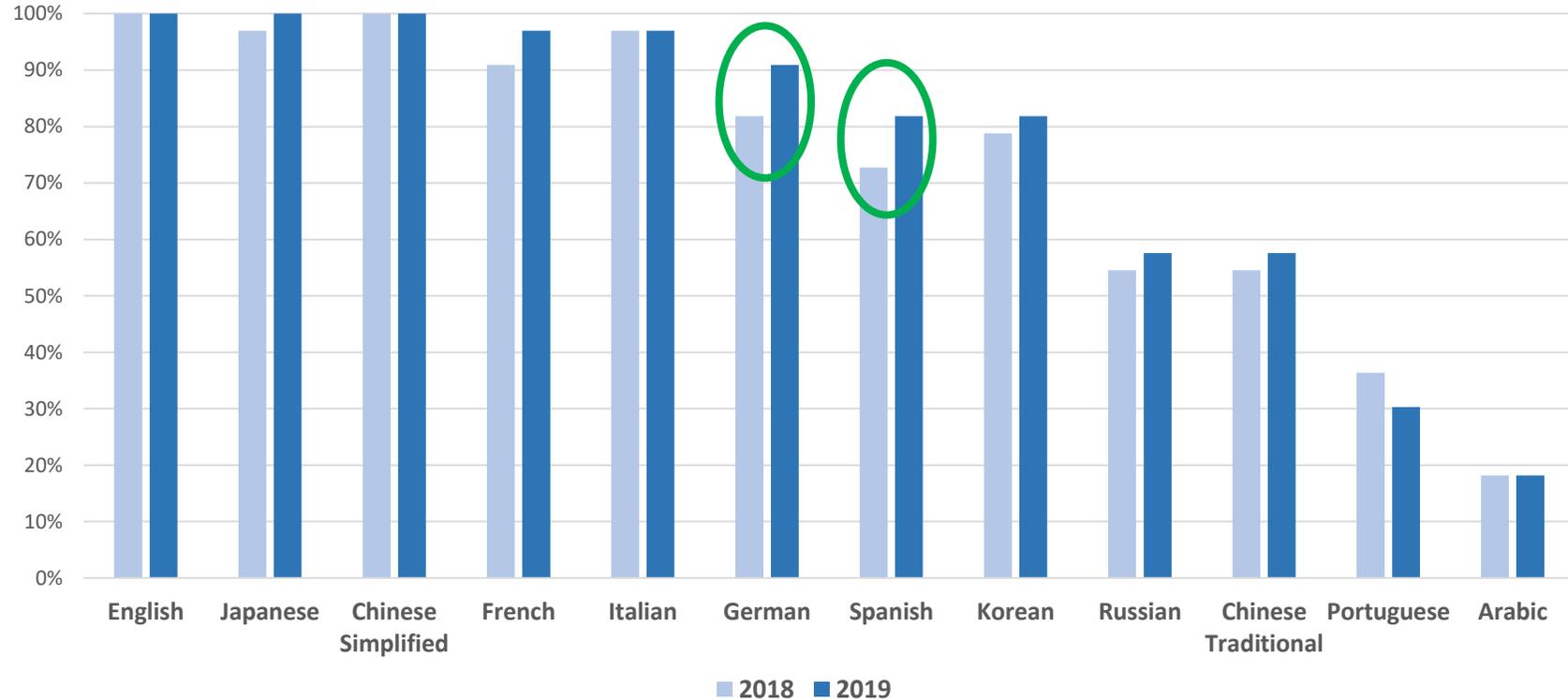
Item # A23013A229975_A7000

Made in Italy

Panel increasing Web Language coverage particularly on German and Spanish



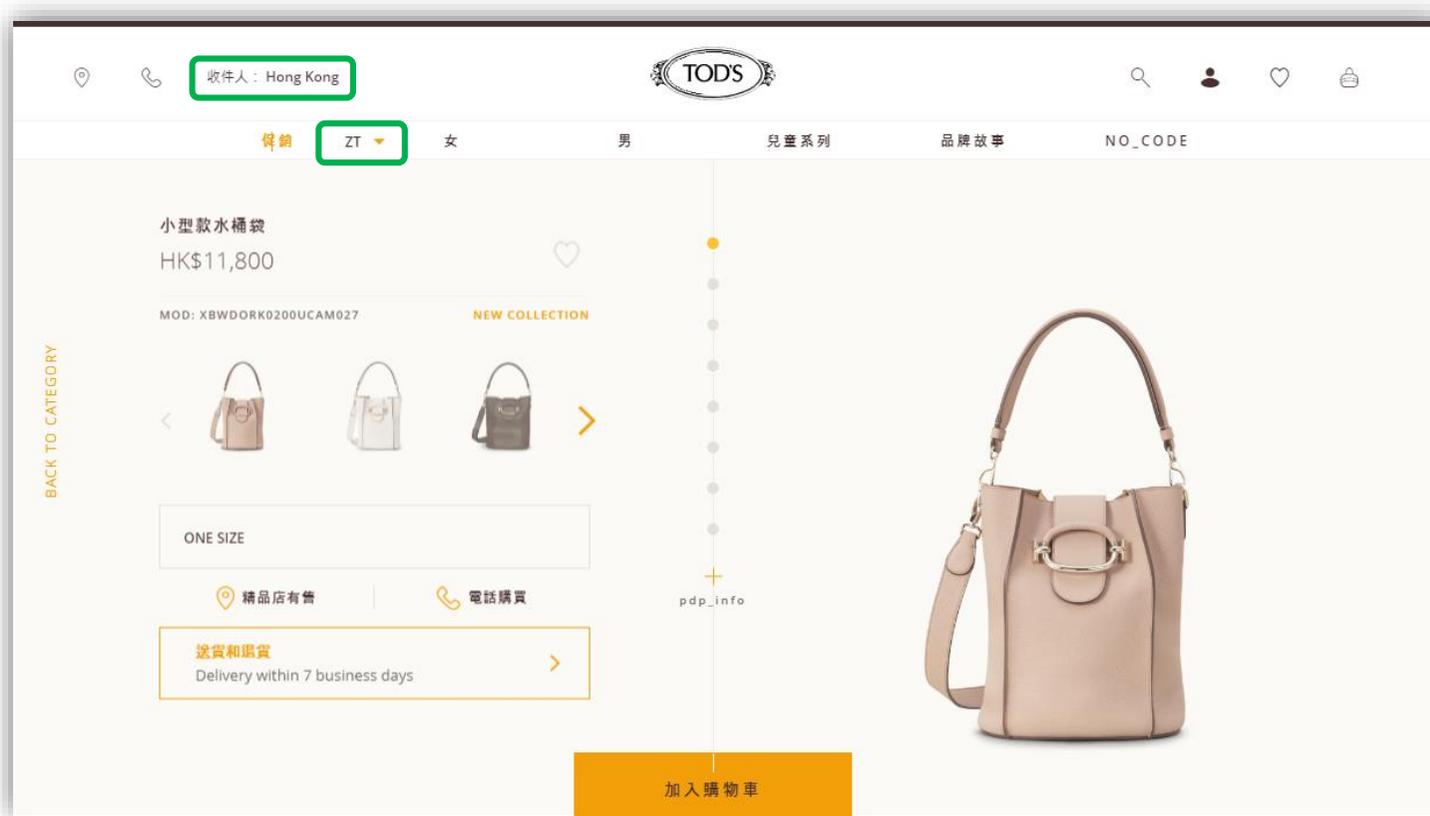
LFL Panel Web Languages Coverage
(%, Panel 33 brands, DCM 2019 vs DCM 2018)



Gucci and Tod's added Chinese Traditional on website



Example Tod's



6 Brands offering Arabic language on website



Example Chanel

CHANEL

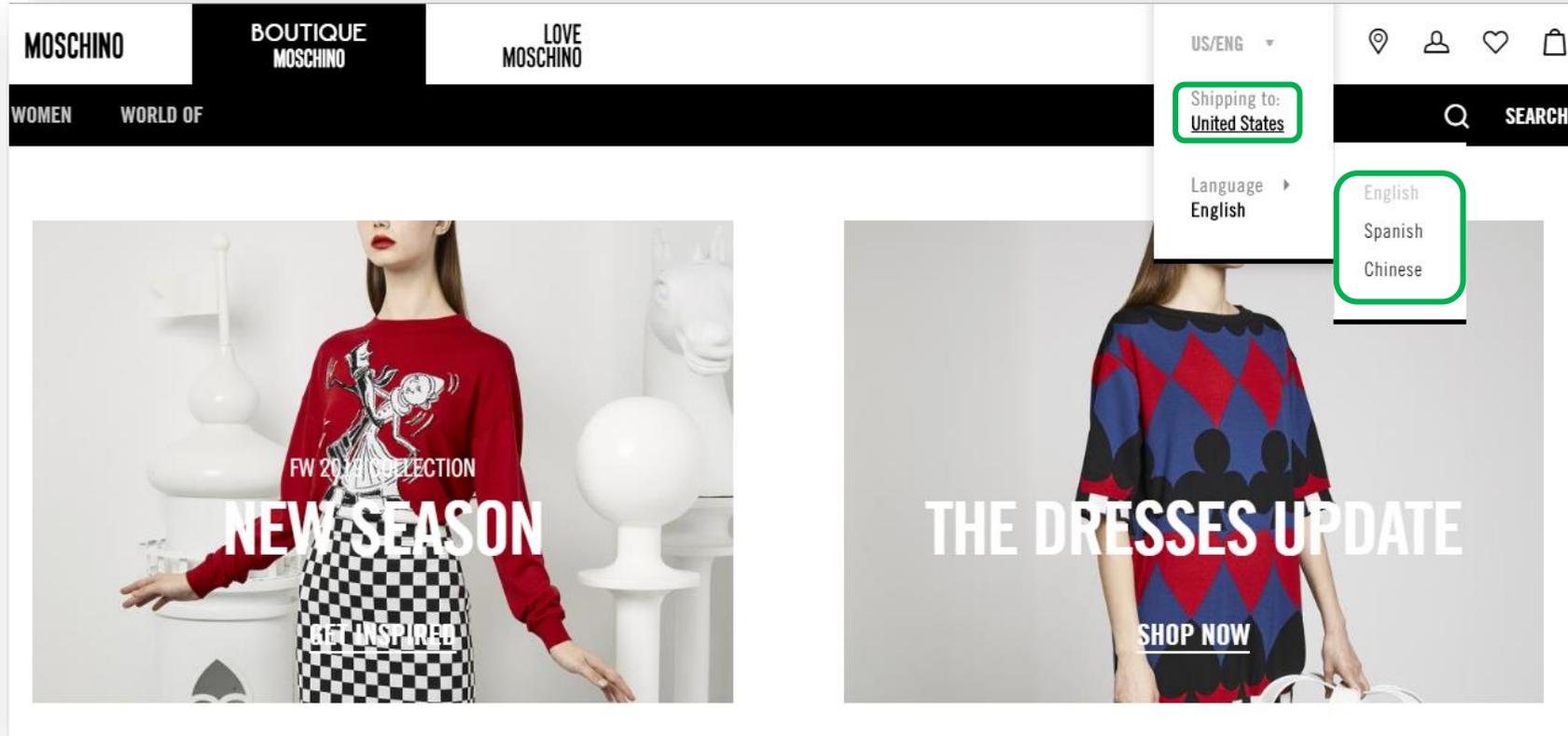


أزياء راقية الأزياء المجوهرات الساعات داخل شانيل
العطور الماكياج مستحضرات العناية بالبشرة

وهاتف داعمة | بابت الكويت | بابت النمسة | بابت بن مدن | الرسل الإخبارية

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New Panel Entry **Moschino** offering English, Chinese and Spanish options on **US website**

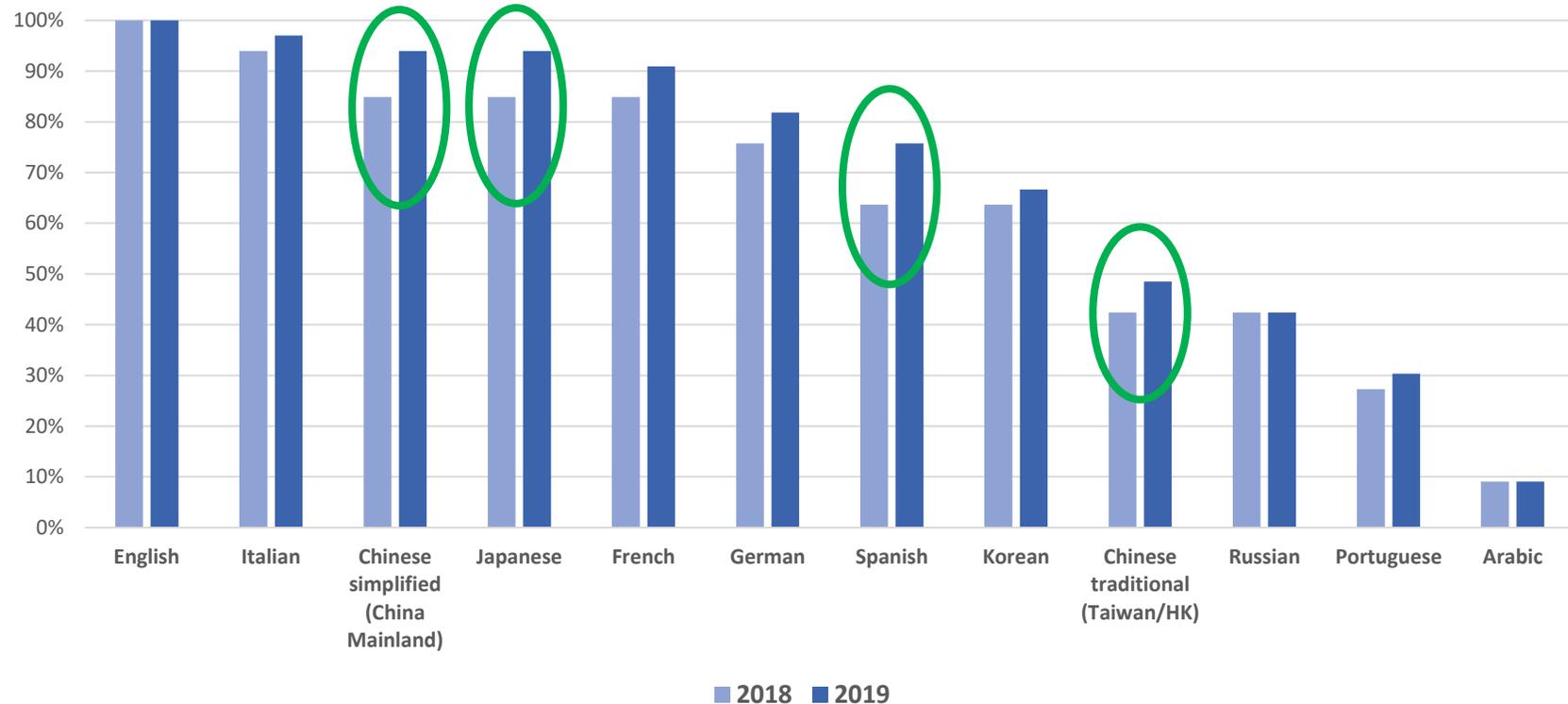


English
Spanish
Chinese

Panel increasing Email language coverage particularly on Chinese Simplified / Traditional, Japanese and Spanish



LFL Panel Email Languages Coverage
(%, Panel 33 brands, DCM 2019 vs DCM 2018)



Miu Miu added Chinese Simplified / French / Spanish / German in emails



Chinese Simplified

MIU MIU

eMIUticons



初次亮相于2019春夏时装周，以全新Miu Miu标志玩转混搭，为新季成衣系列锦上添花。

探索该系列



French

MIU MIU

eMIUticons



Présenté pour la première fois lors du défilé Printemps/Été 2019, le nouveau logo Miu Miu réinterprète le style des émoticônes et ajoute de la couleur à la collection de prêt-à-porter pour la nouvelle saison.

Découvrir la collection



Spanish

MIU MIU

eMIUticons



El nuevo logo de Miu Miu, presentado por primera vez durante el desfile Primavera/Verano 2019, reinterpreta el estilo de los emoticonos aportando color a la colección prêt-à-porter de la nueva temporada.

Descubrir la colección



German

MIU MIU

eMIUticons



Das auf der Frühjahr-Sommer 2019 Fashionshow erstmalig gezeigte neue Miu Miu Logo interpretiert den Emoticon-Style neu und bringt Farbe in die Ready-to-wear Kollektion für die kommende Saison.

Entdecken sie die kollektion



Loro Piana added Chinese Simplified / Japanese / Russian in emails

Chinese Simplified


Loro Piana
春夏新品系列



为挚爱挑选理想必备单品，悠然一夏。



轻盈飘逸

Beatris 真丝连衣裙以斜纹演绎经典人字形图案。

立即购买

Japanese


Loro Piana
春夏コレクション



彼と彼女のための、完璧なマストアイテムで夏を楽しみましょう。



夏の光と朝やかし

縞めのストライプが、"ベアトリス"シルクドレスのマクロヘリンボーン模様にあしらわれています。

詳しくはこちら

Russian


Loro Piana
КОЛЛЕКЦИЮ ВЕСНА — ЛЕТО



Почувствуйте лето с безупречным гардеробом для него и для нее.



ЛЕГКОСТЬ И УТОНЧЕННОСТЬ

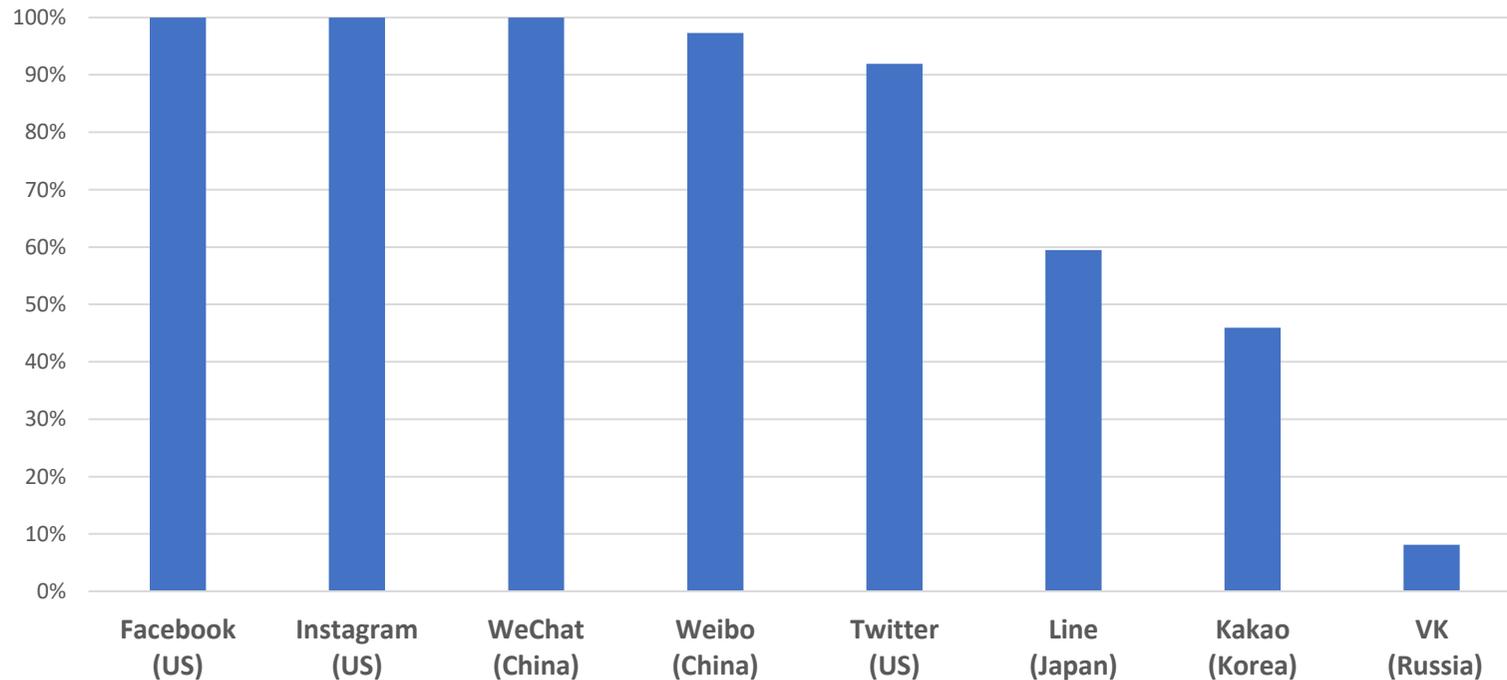
Шелковое платье Beatris с диагональными полосками, создающим мотив узора шеврон.

Узнать больше

ca. 60% of Brands exploiting **Japanese Line**,
ca. 50% **Korean Kakao**,
only Chanel / Givenchy / Dolce&Gabbana **Russian VK**



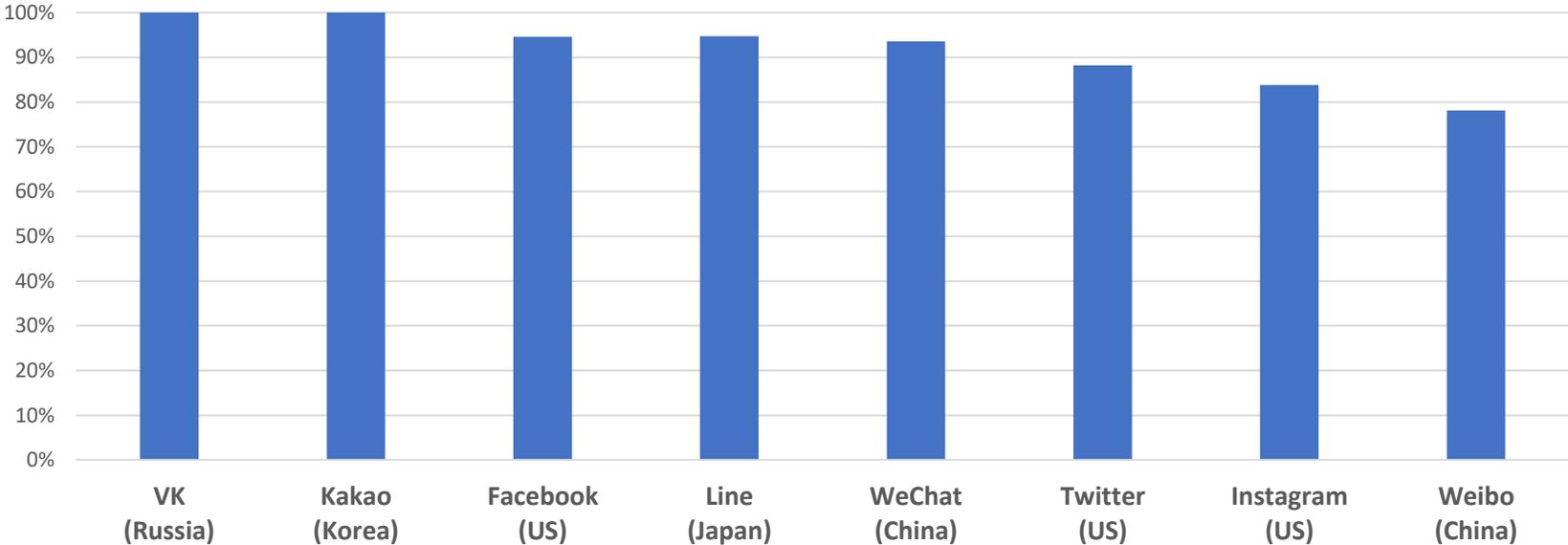
Brands with official Accounts on Social Networks
(%, Panel 37 brands, DCM 2019)



Socials heavily used for driving traffic to Brand e-store



Brands linking Socials to Brand e-store directly or via Social Store (% Brands with E-commerce and Account, DCM 2019)



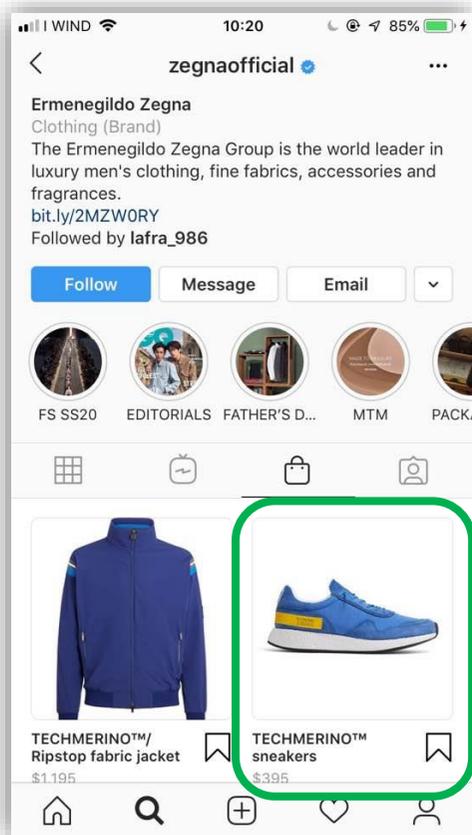
Brands linking Socials to E-store	VK (Russia)	Kakao (Korea)	Facebook (US)	Line (Japan)	WeChat (China)	Twitter (US)	Instagram (US)	Weibo (China)
	1 out of 1 (D&G)	12 out of 12	35 out of 37	18 out of 19	29 out of 31	30 out of 34	31 out of 37	25 out of 32

11 Brands added Instagram Shop Feature

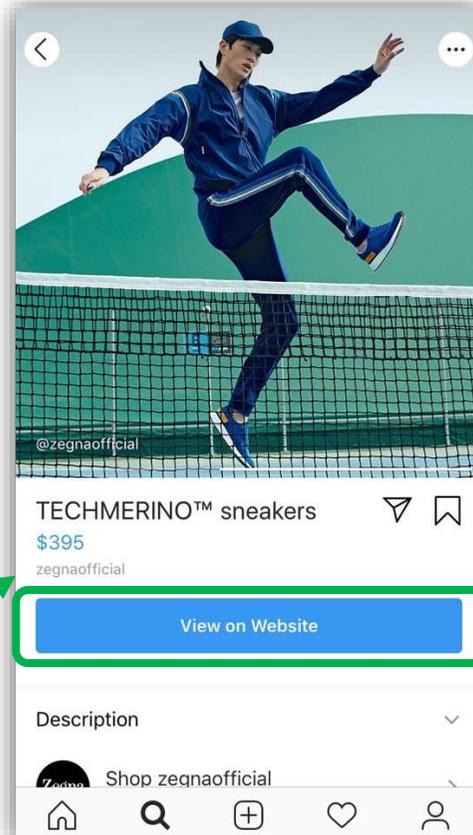


Example Zegna

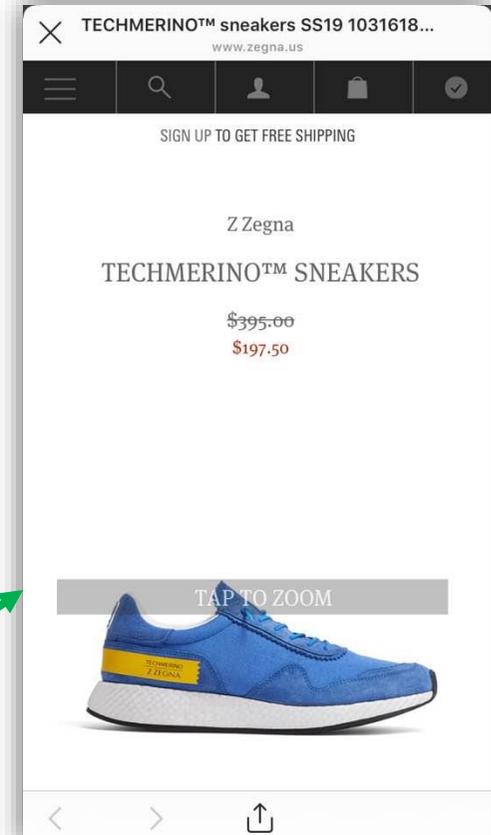
Instagram Shop



Instagram Product Page



Product Page on Zegna E-store



18 Brands linking Line account with E-store

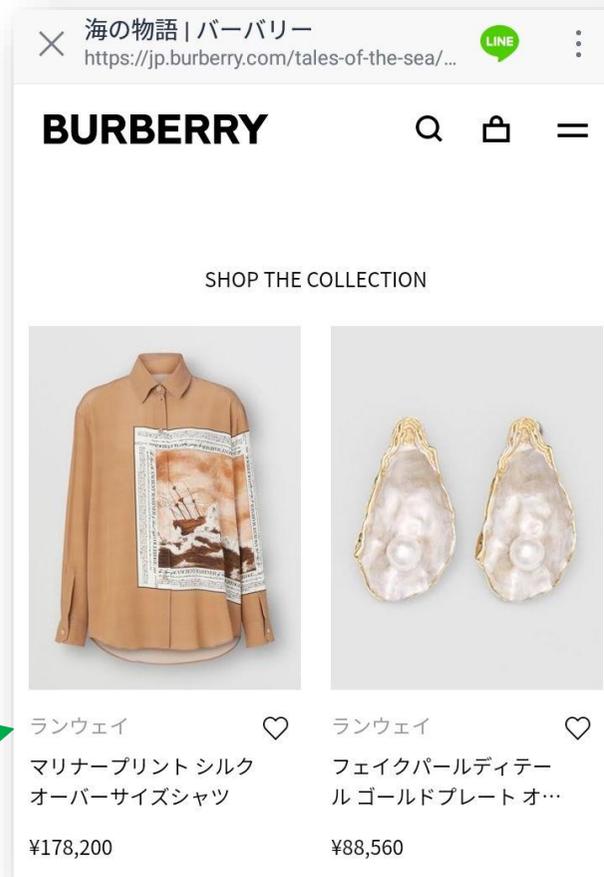


Example Burberry

Line Post with Link to E-store



Burberry Japan E-store

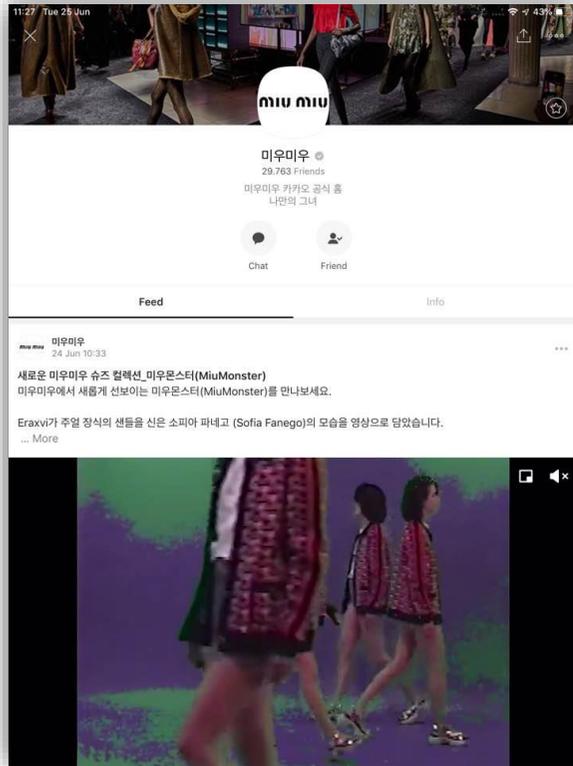


12 Brands linking Kakao account with E-store

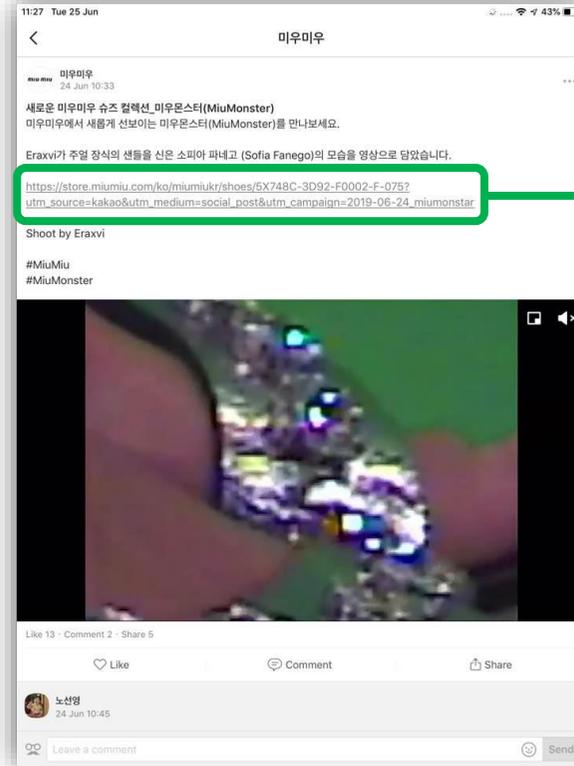


Example Miu Miu

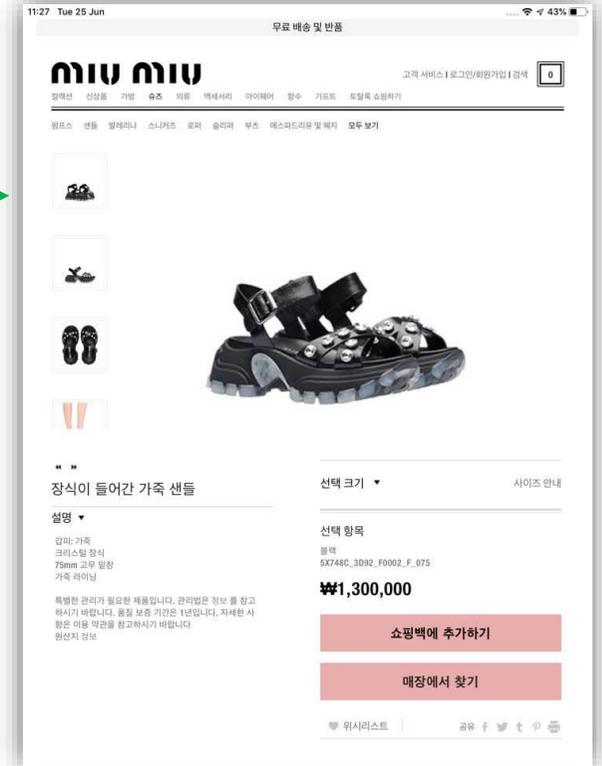
Kakao Account Homepage



Kakao Post with Link to E-store



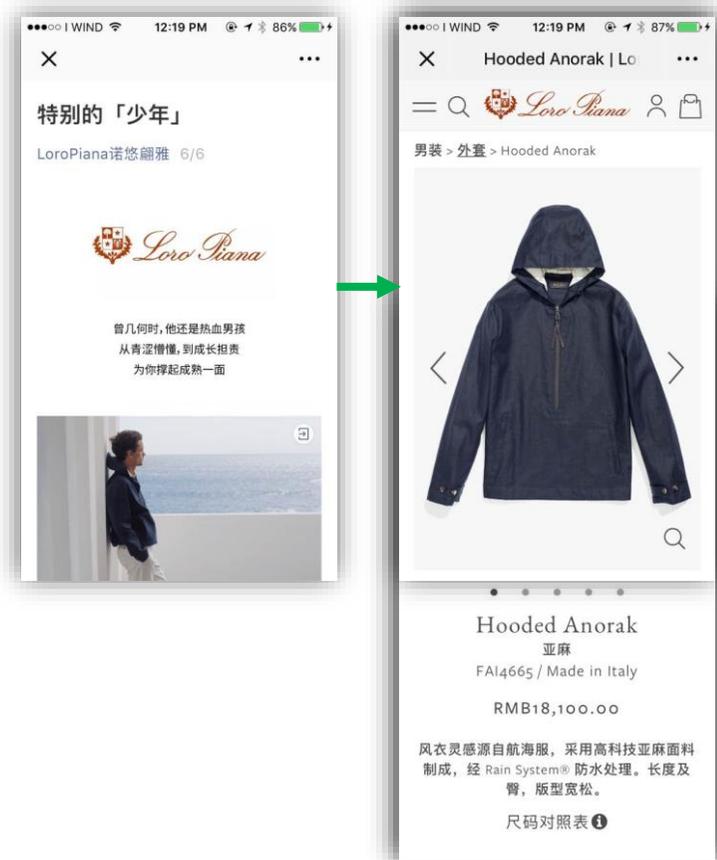
Product Page on Miu Miu E-store



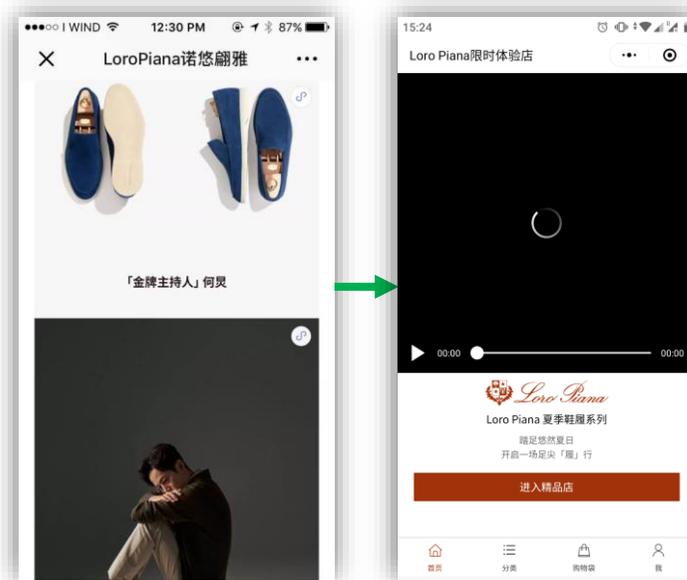
Loro Piana with combined Link from Wechat to both Brand E-store and WeChat Boutique



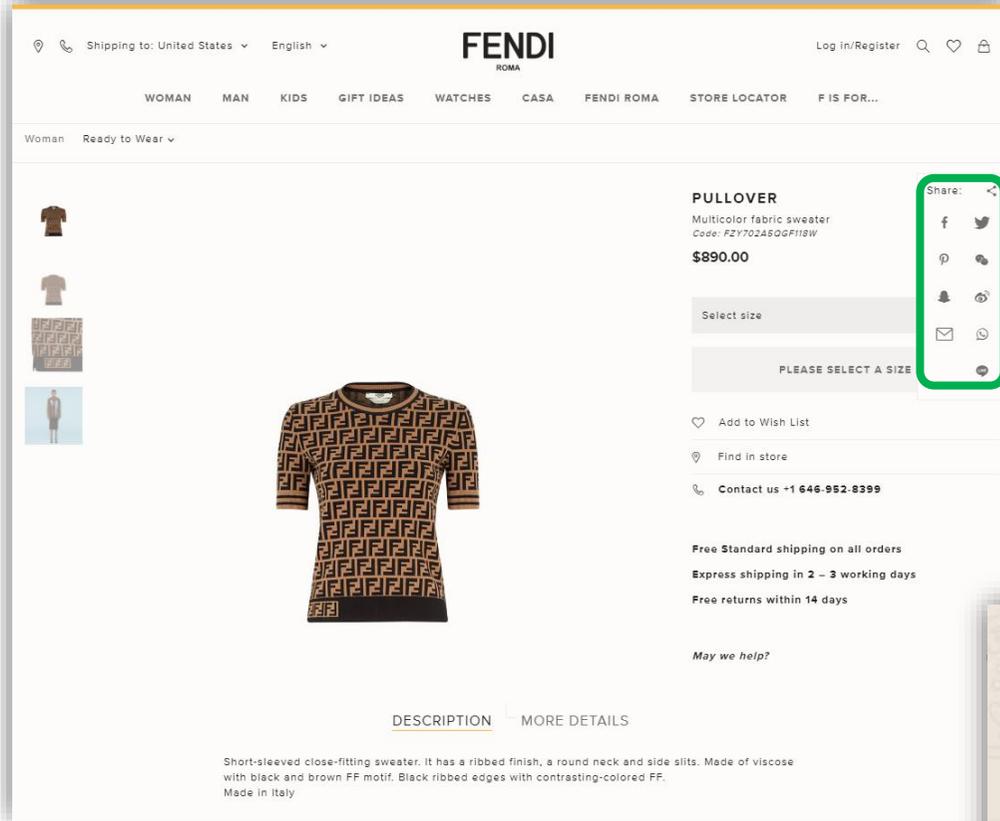
Link from WeChat to Brand E-store



Link from WeChat to WeChat Boutique



Fendi still offering the most Share options on Product Page, including WeChat / Weibo / WhatsApp / Line

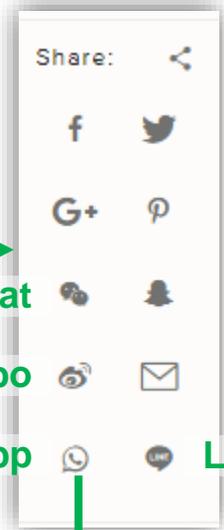


WeChat

Weibo

WhatsApp

Line



9 brands including Videos with Worn Products



Example Dolce&Gabbana (new addition)

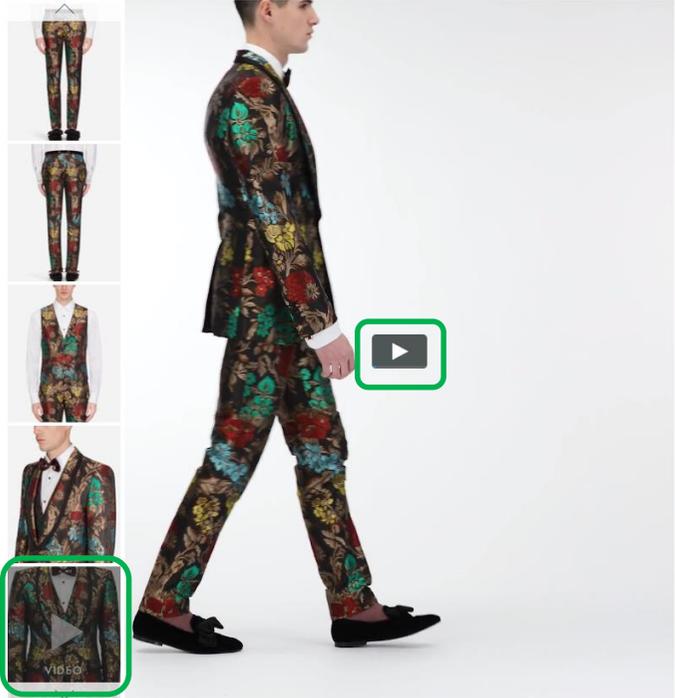
DOLCE & GABBANA

WOMEN MEN CHILDREN WATCHES&JEWELRY SUNGLASSES GIFTS #DGYOURSELF #DGMILLENNIALS WORLD

US | ENG 🔍 👤 ❤️ 🛒

ENJOY FREE SHIPPING & RETURNS

Men / Clothing / Suits / Floral Jacquard Casino-Fit Suit



FLORAL JACQUARD CASINO-FIT SUIT

\$4.295

Free Shipping and Returns

COLOR: RED

SIZE: SIZE GUIDE

44	46	48	50	52
54	56	58		

If the desired size is not available, select the product to know when it will be back in stock.

ADD TO BAG

ADD TO WISHLIST

🔍 NEED HELP?

DESCRIPTION - CARE & DETAILS + SHIPPING & RETURNS +

The new runway collection is dedicated to the dream of elegance. The alluring atmosphere of the 1940s has inspired the Designers who have reinterpreted the silhouettes of those times, giving them a contemporary make-over and creating iconic and timeless garments. Elegant three-piece floral jacquard suit featured in the advertising campaign featuring faille details:

- Regular Casino fit
- Jacket with shawl lapels, three flap pockets and a breast pocket
- Single-breasted fastening with a single button and lined
- Buttoned inner pocket and two welt pockets
- Pants with front slant pockets and rear buttoned welt pockets

VIDEO

Most brands displaying **Products both worn and not worn**



Example Moncler (new addition)

Product worn

FREE STANDARD SHIPPING

LOG IN / REGISTER

8 MONCLER PALM ANGELS
EXEN
ONLINE EXCLUSIVE
USD 2,005.00

An exclusive online colorway of the Exen, a down quilted mirror metallic nylon vest. A tribute to the metal sculptures of Jeff Koons combined with

[Read more](#)

PRODUCT DETAILS +
COMPOSITION & CARE +
SHIPPING & RETURNS +

COLOR

selected color: **bright blue**

SELECT A SIZE ▾

[Size Guide](#)

ADD TO SHOPPING BAG

ADD TO WISH LIST

f t e

Product not worn

FREE STANDARD SHIPPING

LOG IN / REGISTER

8 MONCLER PALM ANGELS
EXEN
ONLINE EXCLUSIVE
USD 2,005.00

An exclusive online colorway of the Exen, a down quilted mirror metallic nylon vest. A tribute to the metal sculptures of Jeff Koons combined with

[Read more](#)

PRODUCT DETAILS +
COMPOSITION & CARE +
SHIPPING & RETURNS +

COLOR

selected color: **bright blue**

SELECT A SIZE ▾

[Size Guide](#)

ADD TO SHOPPING BAG

ADD TO WISH LIST

f t e

Half panel including **Model Measures** on product pages



Example Bottega Veneta (new addition)

Shop in: United States

BOTTEGA VENETA

Log in | Sign up | Customer Care

Women Men Home

Search

Homepage Women Ready To Wear Dresses

DRESS IN SATIN
\$ 3,580

DESCRIPTION DETAILS

Draped dress in bicolor satin

- Wrap-style dress secures at the nape of the neck
- Slightly elongated sleeves
- Tonal stretch leather belt with a Savoy clasp
- New for Pre Fall 2019, which focuses on an elevated silhouette

Style: 582779VA6R28598

SELECT COLOR: CHALK CHAMPAGNE

SELECT SIZE (Size Guide)

2 4 6

The estimated shipping date for this item is: 08/15/2019

COMPLIMENTARY EXPRESS SHIPPING

PRE-ORDER

Client service

SIZE & FIT GUIDE
Ready to Wear

Model Fit Details

The model is 179cm/ 5'10 1/2" and is wearing an Italian size 39

LABEL SIZE (IT)	US	DE ▲
36	0	DE
38	2	ES
40	4	FR
42	6	IT
44	8	RU
46	10	UK
48	12	CN
		JP
		KR

For further help finding your size, please contact us

Email Call us +1 800 845 6790

Model Fit Details

The model is 179cm/5'10 1/2"
and is wearing an Italian size 39

Size finder Tool offered by 5 brands



Example Max Mara (FitFinder)

Order online and collect in store

COATS AND JACKETS

MaxMara

Privacy

Your Best Fit

YOUR BEST FIT



S	<input checked="" type="radio"/>	53%
M	<input type="radio"/>	47%

This recommendation is based on the size that **people like you** bought, and whether they returned it.

Based on the purchases of thousands of similar shoppers, there is a **53% chance** that you will be happy with a size S.

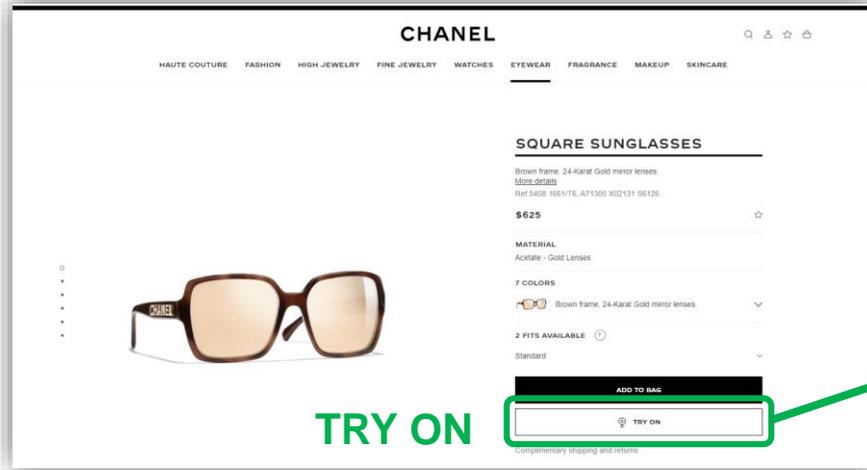
Edit info

ADD SIZE S TO CART >

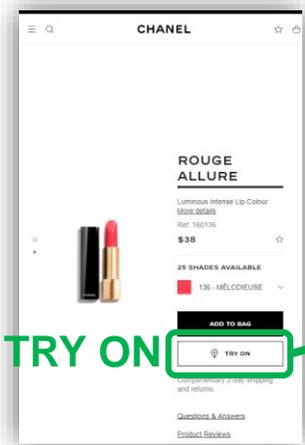
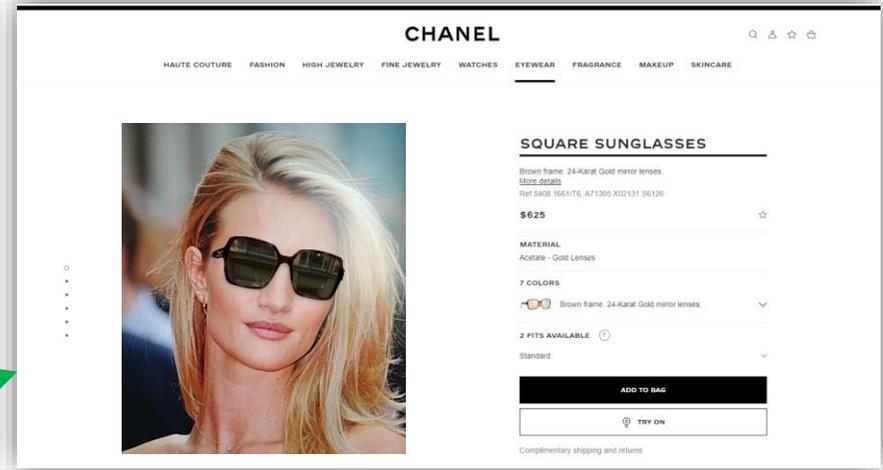
ADD TO SHOPPING BAG

Free shipping and returns

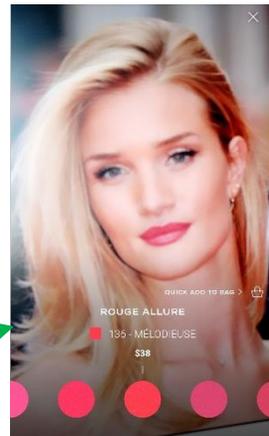
Chanel offering Virtual Try-on for Beauty and Eyewear



TRY ON



TRY ON



TRY ON



Armani offering Virtual Try-on for Beauty



GIORGIO ARMANI beauty

home > makeup > lip makeup > lipstick > rouge d'armani lipstick

virtual try-on

Virtual try-on



ROUGE D'ARMANI LIPSTICK

LASTING SATIN LIPCOLOR

Lipstick that lets you experience comfort and shine without fading and feat. [READ MORE](#)



300 - Gio [Discover the color range](#)

FIND A STORE

TRY IT ON

Explore the range of Armani shades, updated in real time

LIVE CAMERA

UPLOAD PHOTO

Live Camera Upload Photo

DESCRIPTION HOW TO APPLY

Keywords
8h wear - intensity
- comfort

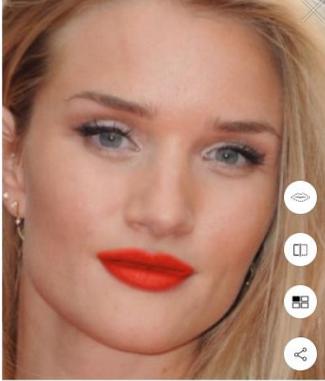
Benefits
The dream lipstick

Type
Lipstick

Lipstick that lets you experience comfort and shine without fading and feathering. The unique formula gives lips up to 8 hours of intense lip color, while the soft texture leaves lips feeling continuously hydrated. This long-lasting lipstick is packaged in an elegant black lacquered case with an exclusive magnetic closure. Sealed with a click.

GIORGIO ARMANI beauty

home > makeup > lip makeup > lipstick > rouge d'armani lipstick



ROUGE D'ARMANI LIPSTICK

LASTING SATIN LIPCOLOR

Lipstick that lets you experience comfort and shine without fading and feat. [READ MORE](#)



300 - Gio [Discover the color range](#)

FIND A STORE

DESCRIPTION HOW TO APPLY

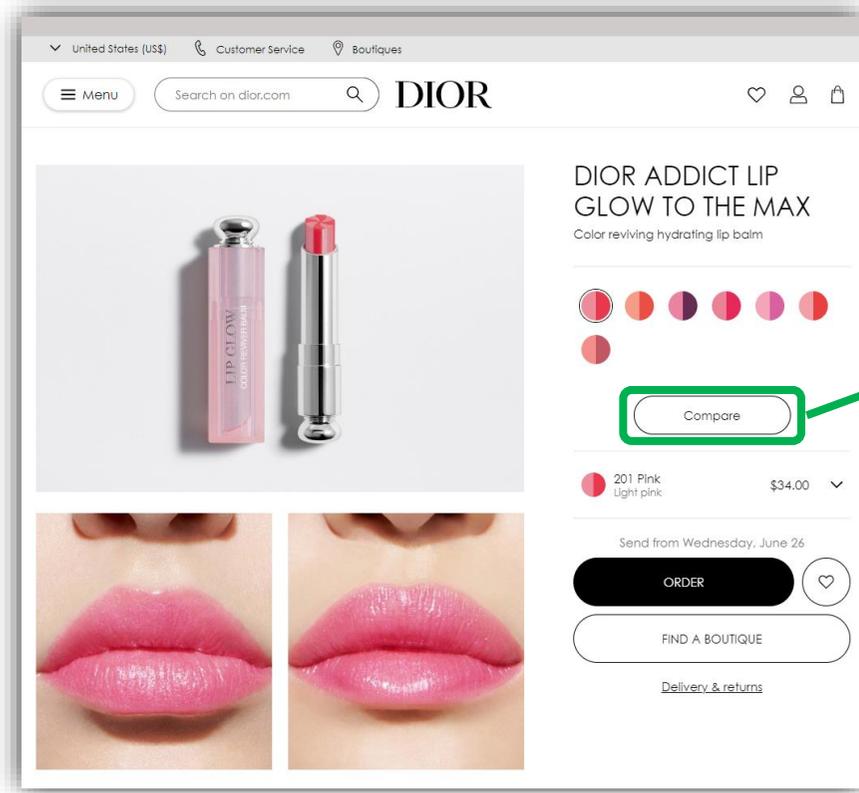
Keywords
8h wear - intensity
- comfort

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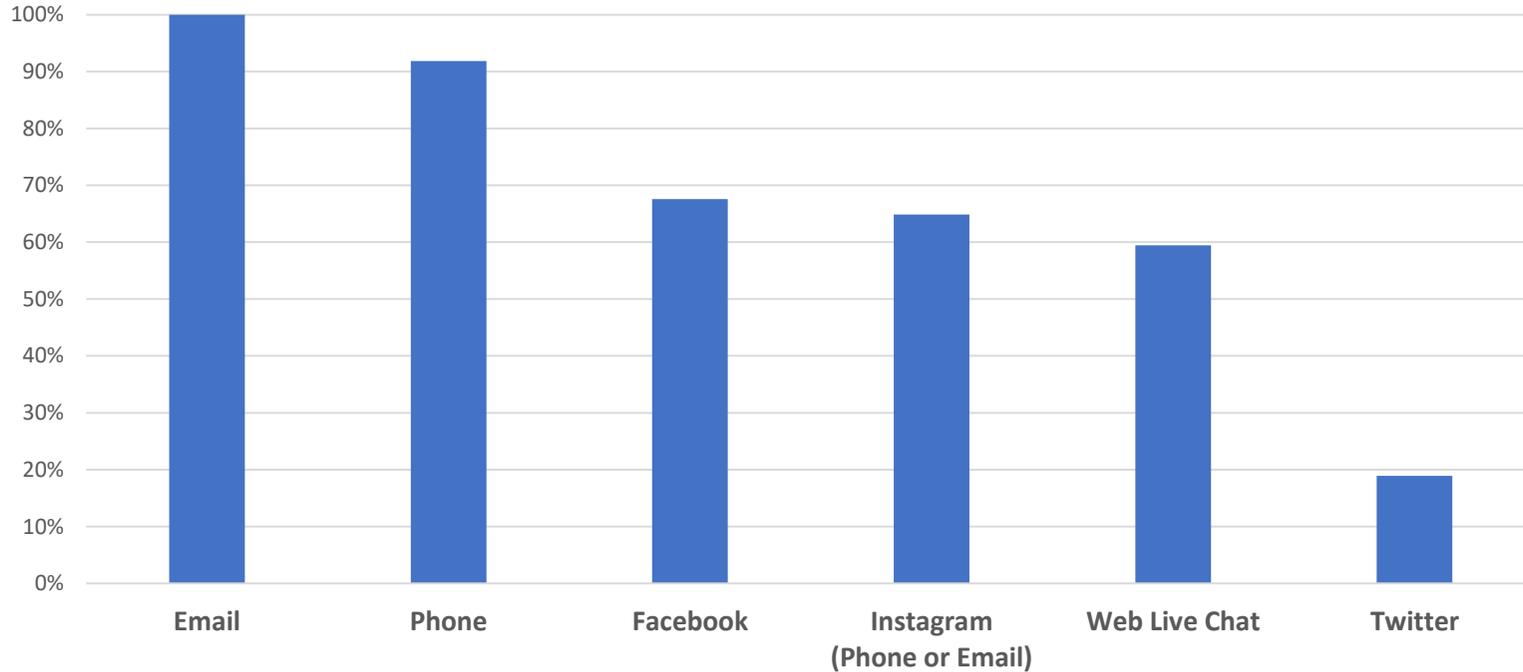
Dior offering Shade comparison tool for Beauty



Ca. 2/3 of Brands offering **Customer Care** contacts via **Facebook, Instagram, and Web Live Chat**



**Brands offering Customer Care Contact options
(%, Panel 37 brands, DCM 2019)**



22 out of 37 Brands now have Web Live Chat



Example Burberry

BURBERRY MONOGRAM WOMEN MEN CHILDREN BAGS THE TRENCH COAT SALE

Q 👤 🛒 0

The Kensington Heritage Trench Coat
\$1,990.00

Colour (3)	Coat length (2)	Size (US)
Mid grey	Regular	-

[Find my size](#)

Free Shipping and Returns
Place your order today and receive it within 3-5 working days
[Find out more](#) or [Contact Us](#)

SHOPRUNNER FREE 2-Day Shipping & Free Returns [sign in](#)

Add to Bag **Find in Store**

Web Live Chat

Joshua

You at 16:27, Jun 3:
Hello! I was looking for a coat to wear at a wedding, could you help me?

Joshua at 16:28, Jun 3:
Thank you for your query Margot, I am delighted to learn of your interest in our beautiful coats and it would be my pleasure to assist you.

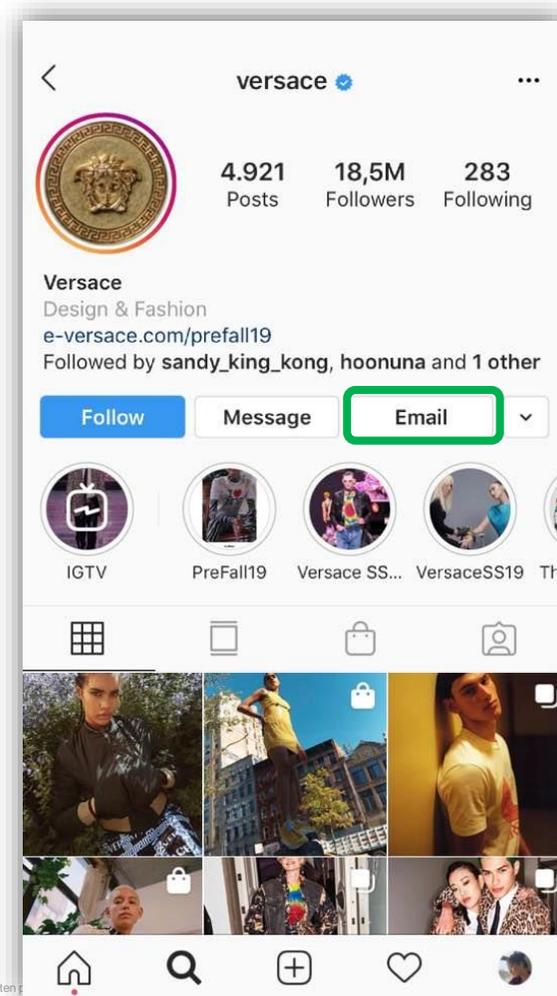
Agent is typing...

+ Enter text here

24 out of 37 Brands offering **Email** contact option on **Instagram**...



Example Versace

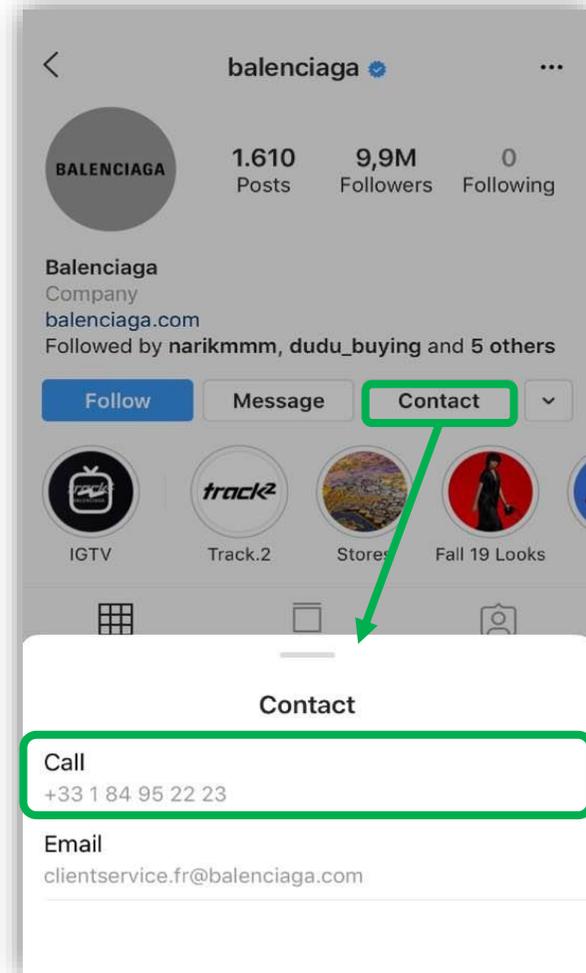


Email

...but only Balenciaga/Cartier/Ralph Lauren offering Call contact option on Instagram



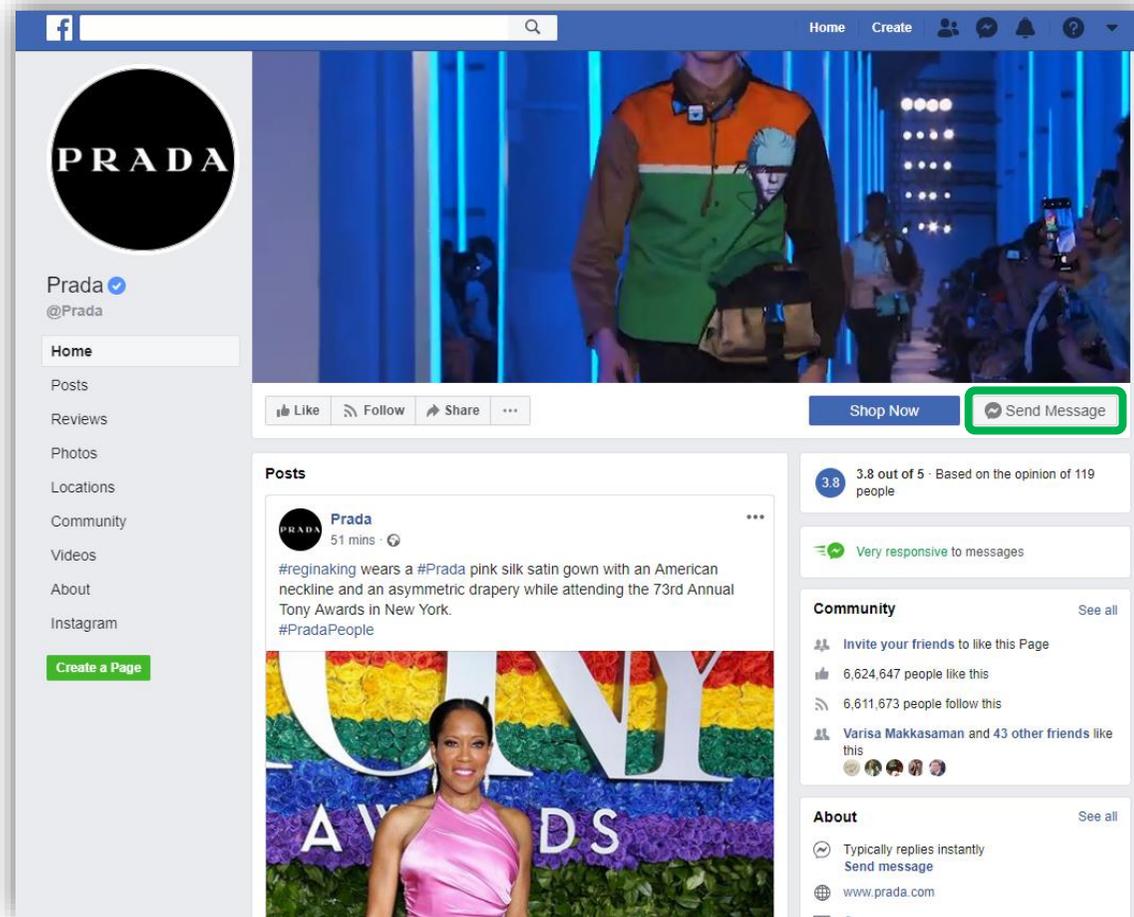
Example Balenciaga



2/3 of Brands offering Message option on Facebook



Example Prada (new addition)



Send Message

Similarly to Louis Vuitton, now also Cartier is **highlighting Facebook Message option on website**



Example Cartier

CONTACT US / SERVICES / FIND A BOUTIQUE / +1 855 205 2869

MY ACCOUNT / Shop Online

Cartier

JEWELRY WATCHES ENGAGEMENT LEATHER GOODS & ACCESSORIES FRAGRANCES GIFTS THE MAISON

CONTACT US

CONTACT US

TO CONTACT US, PLEASE SELECT YOUR COUNTRY/REGION.

United States

CALL US

TEL. 1-800-227-8437

General Enquiries
Monday - Friday (9AM - 9PM EST),
Saturday (10AM - 7PM EST), Sunday
(10AM - 6PM EST)

WRITE TO US

SEND AN E-MAIL

A Cartier Ambassador will respond
as soon as possible

LIVE CHAT

Our live chat service is available
during opening hours:

Monday - Friday (9AM - 9PM EST), Saturday
(10AM - 7PM EST), Sunday (10AM - 6PM EST)
Client Relations Center
645 Fifth Avenue
8th Floor
New York, NY 10022

MESSAGE US

SEND A MESSAGE

A Cartier ambassador will reply to you
via Facebook Messenger

BOUTIQUES

FIND A BOUTIQUE

Find your nearest Cartier boutique
or Cartier reseller

APPOINTMENTS

REQUEST AN APPOINTMENT

Join us for a personalized
appointment at the boutique of your
choice.

FEEDBACK

**A Cartier ambassador
will reply to you via
Facebook Messenger**

Style Advisory: via Chat and Phone quite OK, while **via Email and FB not OK !**



STYLE ADVISORY (tested in May-June 2019)						
Brand	Ranking	Web Live Chat	Phone	Email	Facebook	Twitter
Burberry	1	Plus (extensive argumentation, useful tips + links)	Plus	Extra Effort (Argumentation and links + follow up email about Sales)	Chatbot only: refer to email / call for live assistance	Yes (to the point + link)
Loro Piana	2	Plus (to the point, brief explanation when asked)	Plus	Plus (Argumentation and links with pictures)	No reply	n.a.
Tory Burch	2	Plus (good argumentation + links)	Plus	Yes (to the point + link)	No reply	Yes (to the point + link)
Cartier	4	Plus (to the point, brief explanation when asked)	Plus	Invite to call	Yes (to the point + link)	n.a.
Bottega Veneta	5	Yes (to the point + links)	Plus	Plus (Argumentation and links)	Refer to website	n.a.
Chanel	5	Plus (to the point, brief explanation + links and pictures)	Plus	Refer to website	n.a.	n.a.
Louis Vuitton	5	Yes (to the point, no argumentation)	Plus	Yes (to the point + link)	Refer to website	Yes (to the point + link)
Michael Kors	5	Plus (very good argumentation + links)	Plus	Invite to call	Refer to website / call	n.a.
Gucci	5	Plus (to the point + links, brief explanation when asked)	Plus	No reply	Automatic reply: refer to Customer Care on website	n.a.
Bulgari	10	Yes (to the point + links)	Plus	Yes (to the point + link)	n.a.	n.a.
Coach	10	Yes (to the point + links)	Plus	Yes (to the point + link)	No reply	n.a.
Ray-Ban	10	No chat	Plus	Yes (to the point + link)	Yes (to the point)	Yes (to the point)
Balenciaga	13	Plus (to the point, + links on request and pictures)	Yes	No reply	n.a.	n.a.
Ralph Lauren	13	Yes (to the point + links)	Plus	No reply	n.a.	n.a.
Saint Laurent	13	Not active	Plus	Plus (Argumentation and links)	n.a.	n.a.
Dior	13	Not active	Plus	Yes (to the point)	Yes (to the point + link)	n.a.
Celine	17	No chat	Plus	Yes (to the point + link)	n.a.	n.a.
Dolce&Gabbana	17	Yes (to the point + links, not proactive)	Yes	Yes (to the point + link)	n.a.	n.a.
Ferragamo	17	No chat	Plus	Yes (to the point + link)	No reply	n.a.
Tiffany	17	No chat	Plus	Yes (to the point + link)	No reply	Refer to boutique
Chloé	22	No chat	Plus	Refer to website / boutique	No reply	n.a.
Hugo Boss	22	Plus (very good argumentation, useful suggestions + links)	Not provided	No reply	Refer to live chat	Refer to live chat
Max Mara	22	No chat	Plus	Refer to website	No reply	n.a.
Moschino	21	Yes (to the point + links)	Not provided	Extra Effort (Argumentation and links with pictures+ follow up email about Size guide)	n.a.	n.a.
Tod's	22	Plus (to the point, very brief explanation + links)	Refer to boutique	Refer to website / boutique	n.a.	n.a.
Valentino	22	Plus (to the point, brief explanation + links)	Refer to boutique	Refer to boutique	No reply	n.a.
Zegna	22	No chat	Plus	Refer to website	No reply	No reply
Fendi	28	No chat	Yes	Yes (to the point + link)	Refer to website / boutique	n.a.
Moncler	28	No chat	Yes	Refer to boutique	Yes (to the point + link)	n.a.
Armani	30	No chat	Yes	Refer to website	No reply	n.a.
Hermès	30	No chat	Yes	Refer to website	Refer to website / call	n.a.
Miu Miu	30	No (reply not to the point, given a generic link, operator left the chat without waiting for a reply)	Yes	No reply	Automatic reply: refer to website	n.a.
Versace	30	No chat	Yes	Refer to website	n.a.	n.a.
Brunello Cucinelli	34	No chat	no phone number	No reply	n.a.	n.a.
Givenchy	34	No chat	no phone number	Refer to boutique	n.a.	n.a.
Prada	34	No (sent product codes instead of links, operator left the chat without waiting for a reply)	Refer to boutique	Refer to boutique	Refer to boutique	n.a.
Stone Island	34	No chat	no phone number	Refer to boutique	No reply	n.a.
		Plus (engaging dialogues, proactivity, product pictures beyond link on web, ...)	Plus (engaging and proactive)	Plus (engaging dialogues, product picture beyond link on web, ...)	Yes	Yes
		Yes (reply to the point and link to product on web)	Yes	Yes (reply to the point, link to product on web)		
		Style Advisory Not Offered or reply not to the point	Style Advisory Not Offered or reply not to the point	Style Advisory Not Offered or reply not to the point	Style Advisory Not Offered or reply not to the point	Style Advisory Not Offered or reply not to the point

18 Brands now offering Style Advisory via Web Live Chat vs. 10 Brand in DCM 2018



Example Tory Burch

LIVE CHAT

Hello, [redacted]. How may we help you?

Hello I was wondering whether you could help me choose a bag/clutch for a dress

its gonna be long light bluegreyish

and flowy

its a bridesmaids dress

3:37 pm

Hello [redacted] My name is [redacted] and I would be happy to assist you.

I would love to assist you in choosing a bag for your bridesmaids dress!

I can send you some recommendations based on the description of your dress.

3:40 pm

yes please

3:41 pm

Do you have a color preference?

3:41 pm

Im not sure, the dress is light blue/greyish

so something that would go with it?

Okay, perfect.

I will send you some options now!

3:45 pm

thank you

3:45 pm

<https://www.toryburch.com/robinson-applique%20C3%A9-chain-wallet/56343.html?color=107>

<https://www.toryburch.com/kira-envelope-clutch/48867.html?color=107>

3:49 pm

What do you think of these options?

3:49 pm

what pair of heels would recommend to go with the flower bag for example?

3:50 pm

I am happy to hear that!

I can also send some recommendations for heels.

3:50 pm

<https://www.toryburch.com/penelope-metallic-slingback-sandal/55486.html?color=107>

3:52 pm

I think these heel would be a nice, classic heel that you could wear.

I see

3:54 pm

would there be another option?

<https://www.toryburch.com/esme-dorsay-pump/53027.html?color=300>

3:56 pm

This one might also be a good complement to your dress.

We do not have most of our summer heels out on the website yet, so these two are the best out of the heels that are currently online.

3:56 pm

oh I see, when would they be available?

3:57 pm

Our new season items are being released throughout June and July.

3:57 pm

We usually have new items added to the site daily and weekly, so I would definitely suggest keeping an eye on your emails and the website.

okay perfect

3:58 pm

thank you for your help

3:58 pm

You are very welcome!

May I ask when this wedding is?

3:59 pm

in september

4:00 pm

Okay, perfect.

We will have many new styles of heels and clutches added in the meantime.

4:00 pm

great thank you

have a nice day

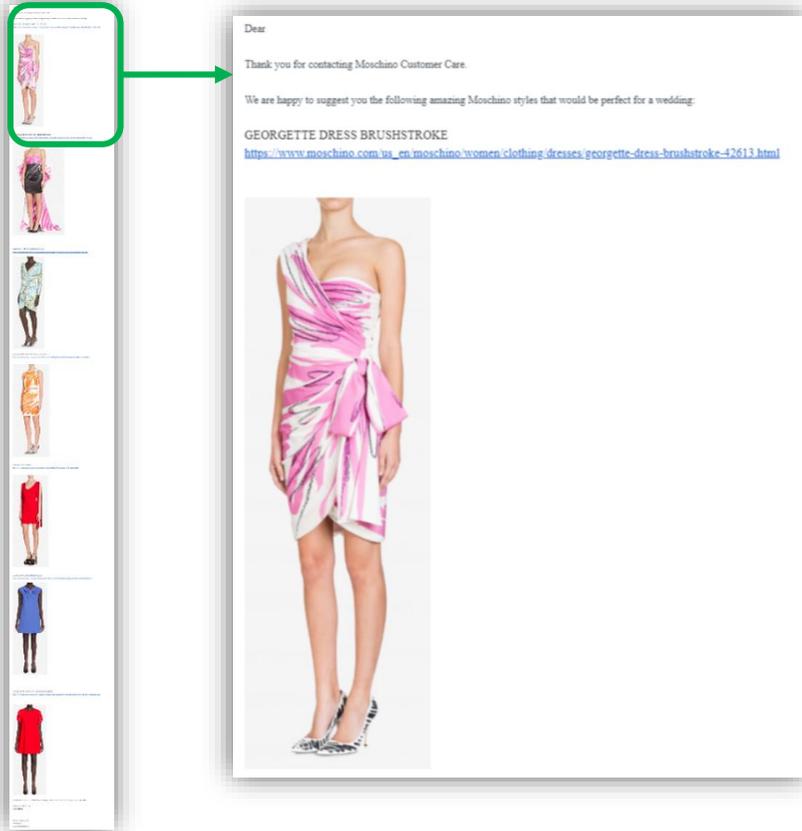
4:02 pm

Style Advisory via Email: Burberry and Moschino best practices with follow up emails

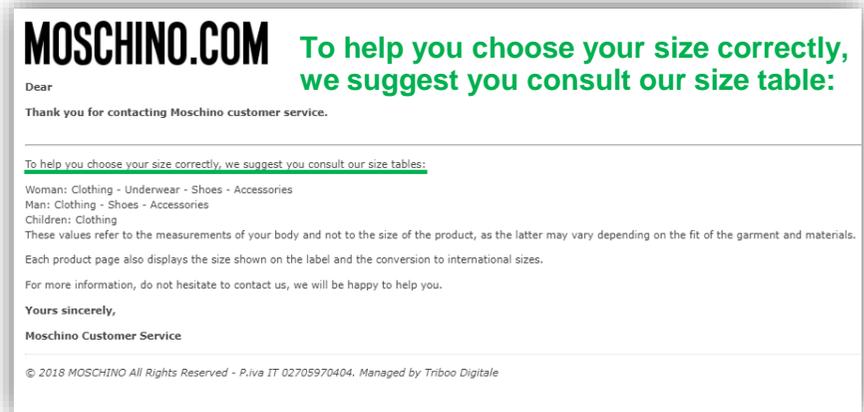


Example Moschino

First Email



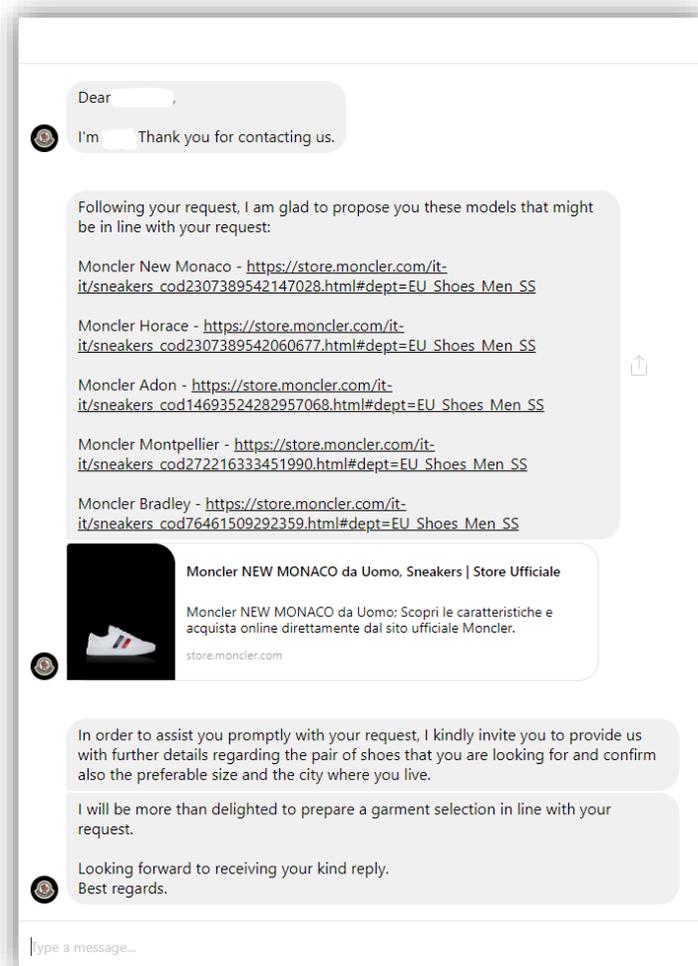
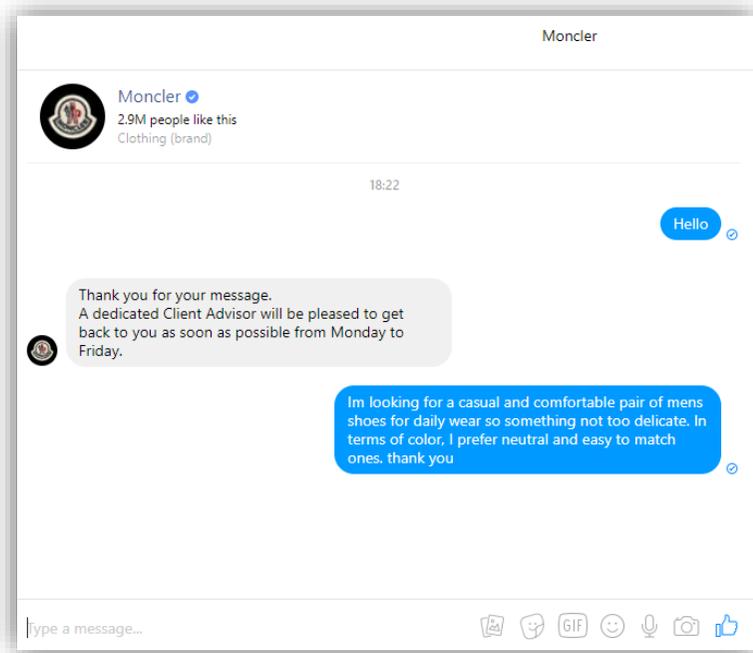
Second Email



Only Moncler / Cartier / Dior / Ray-Ban offered effective Style Advisory via Facebook



Example Moncler

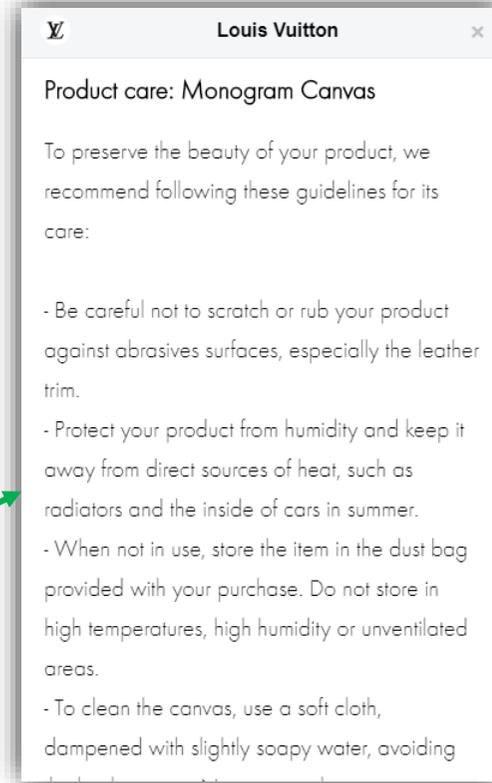
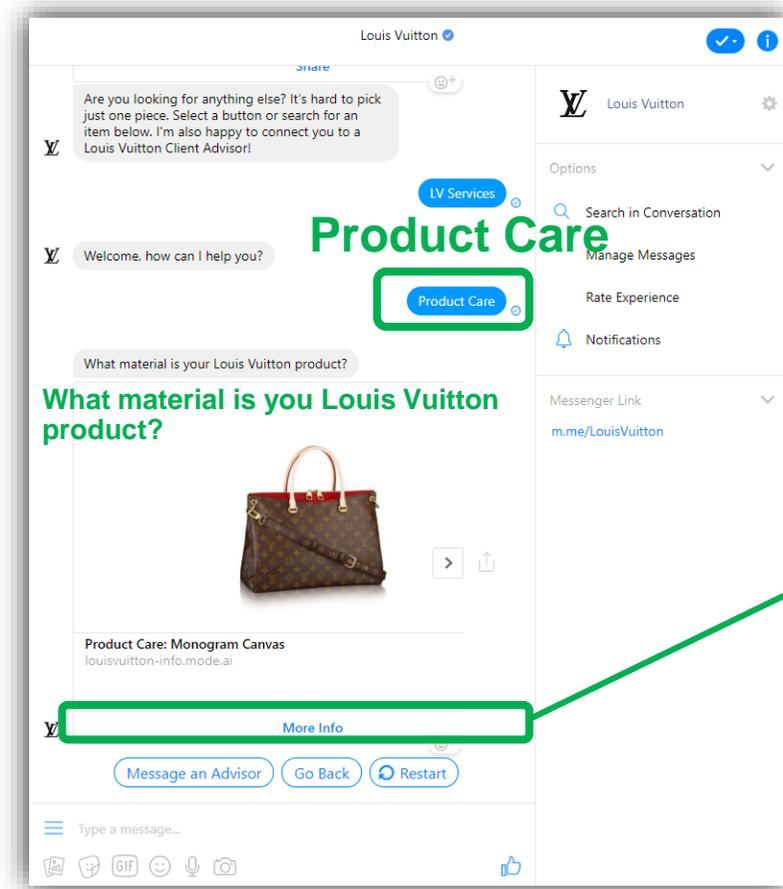


...Chatbot on Facebook a possible solution, but few pioneers



CHATBOT ON FACEBOOK						
Brand	Ranking	Chatbot Features				
		Information on Payments / Deliveries / Returns	Brand Heritage / Product Info & Care	Omnichannel Features	E-commerce link from chatbot to E-store	Operator option
Michael Kors	1	Yes (Information about Payments, Deliveries, Cancellations, Returns and sales)	Yes (Information about fashion shows, Editorials, smartwatches functions & car)	Yes (Store locator, Information about In-Store services, store openings and store phone numbers)	Yes	Yes
Louis Vuitton	2	No	Yes (Information about fashion shows, Editorials, product materials & product care)	Yes (Store locator, Check In Store Availability, Information about In-Store services, store openings and store phone numbers)	Yes	Yes
Tiffany	2	Yes (Information about Payment conditions)	No	Yes (Store locator, Information about In-Store services and store phone numbers)	Yes	Yes
Burberry	4	Yes (Information about Payments, Deliveries, Cancellations, Returns and sales)	Yes (Information about fashion shows)	Yes (Store locator, Information about In-Store services, store openings and Product Personalization)	Yes	No
Dior	4	No	Yes (Information about Campaign and Editorials)	No	Yes	Yes
Armani	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Balenciaga	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Bottega Veneta	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Brunello Cucinelli	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Bulgari	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Cartier	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Celine	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Chanel	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Chloé	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Coach	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Dolce&Gabbana	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Fendi	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Ferragamo	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Givenchy	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Gucci	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Hermès	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Hugo Boss	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Loro Piana	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Max Mara	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Miu Miu	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Moncler	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Moschino	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Prada	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Ralph Lauren	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Ray-Ban	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Saint Laurent	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Stone Island	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Tod's	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Tory Burch	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Valentino	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Versace	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
Zegna	6	No chatbot	No chatbot	No chatbot	No chatbot	No chatbot
		Yes	Yes	Yes	Yes	Yes
		No	No	No	No	No

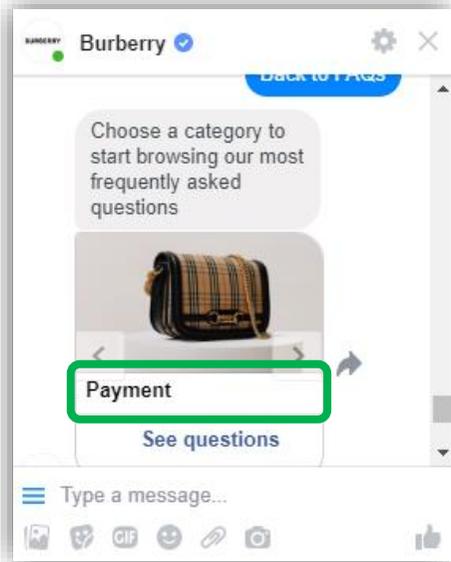
Louis Vuitton using Chatbot for Product Info & Care



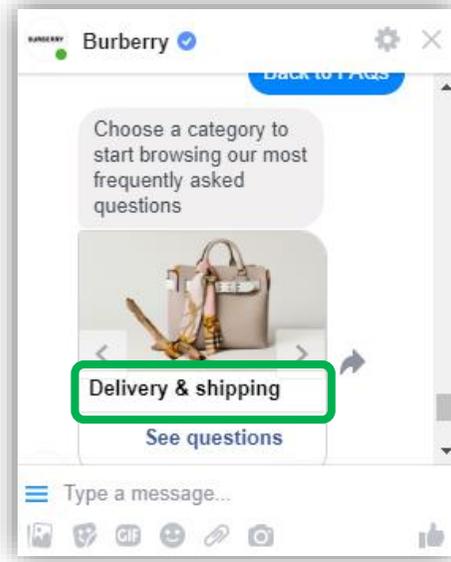
Burberry using Chatbot for Information on Payments / Deliveries / Returns



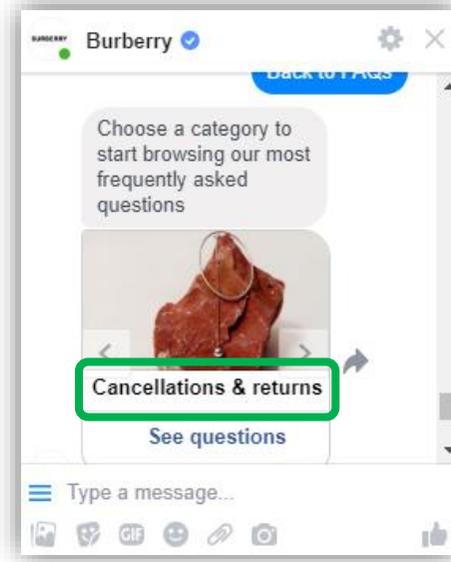
Payments



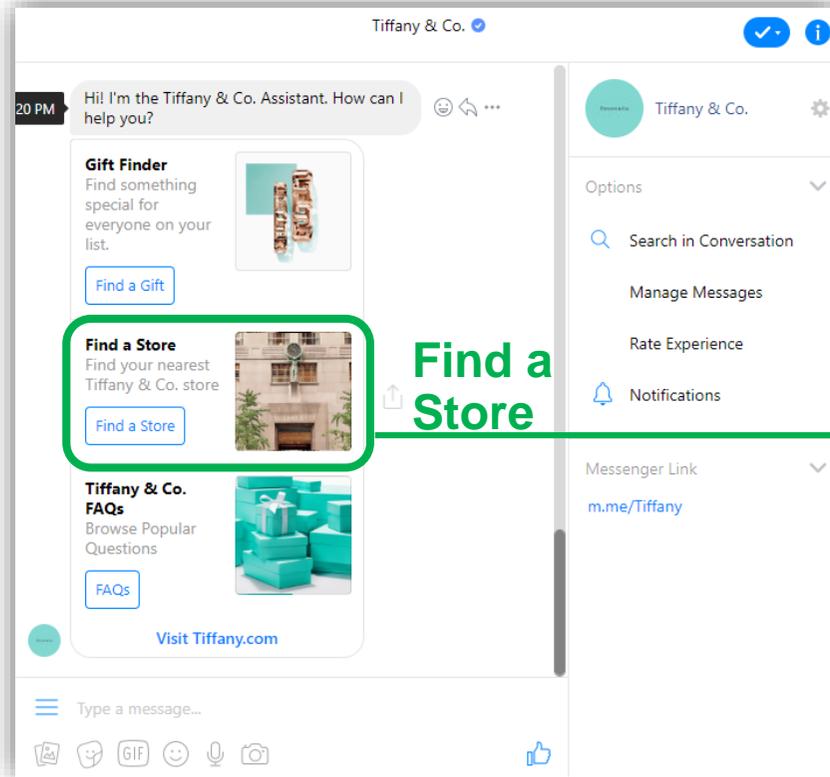
Deliveries



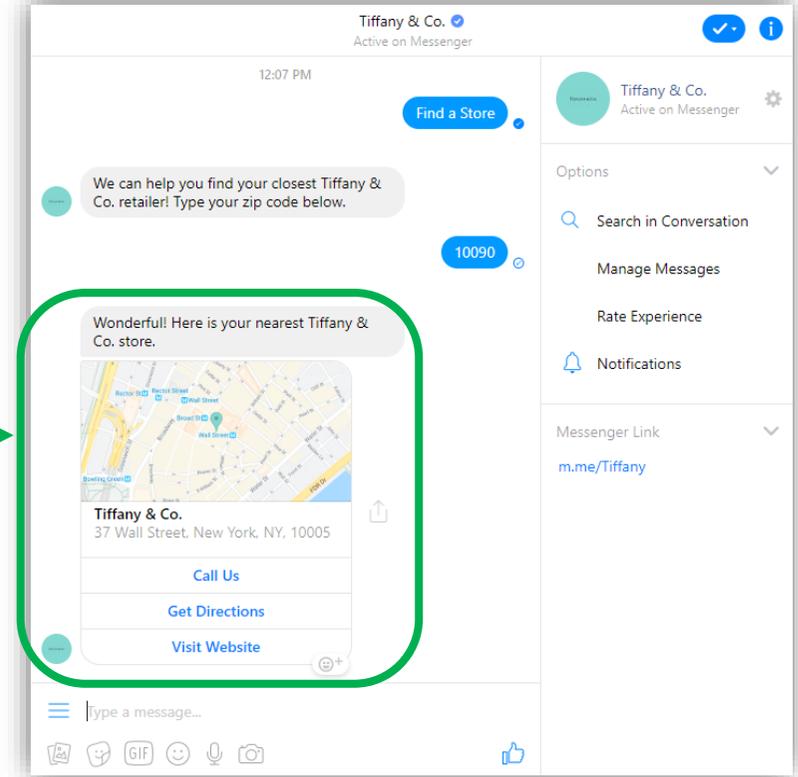
Returns



Tiffany using Chatbot for Store Locator



Find a Store



Louis Vuitton using Chatbot for in Store Availability



Louis Vuitton

Store Availability

Please send your location in order to find the nearest store. You can type it or tap on the button below.

Your Location

 Alma BB \$1,900.00 louisvuitton.mode.ai More Like This Share Available in Stores	 Capucines PM \$35,000.00 louisvuitton.mode.ai More Like This Unavailable Now	 Speedy \$1,910.00 louisvuit More Like This
---	--	---

Type a message...

Louis Vuitton

Alma BB
\$1,900.00

**Due to high demand, we are unable to guarantee item availability*

Louis Vuitton New York Bloomingdale's
Women's
1000 Third Avenue, 1st Floor
New York, New York, 10022
+1.212.644.2574
0 mi

Monday: 10:00 - 20:30
Tuesday: 10:00 - 20:30
Wednesday: 10:00 - 20:30
Thursday: 10:00 - 20:30

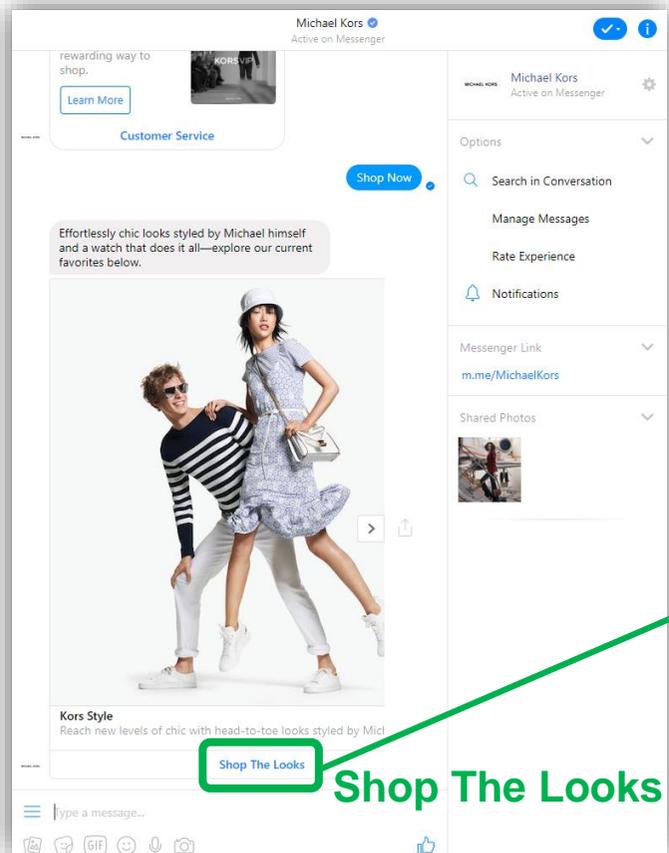
Shop Online Change Location

Available in Stores

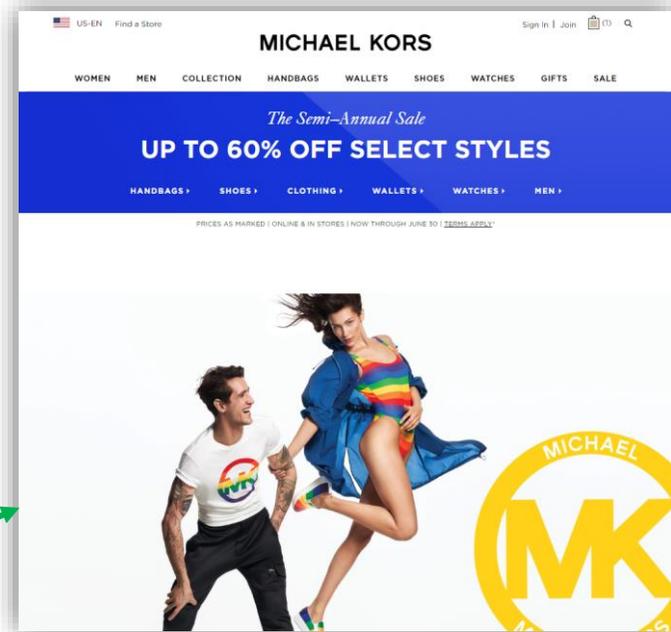
Michael Kors linking Chatbot to Brand E-store



Michael Kors chatbot on Facebook



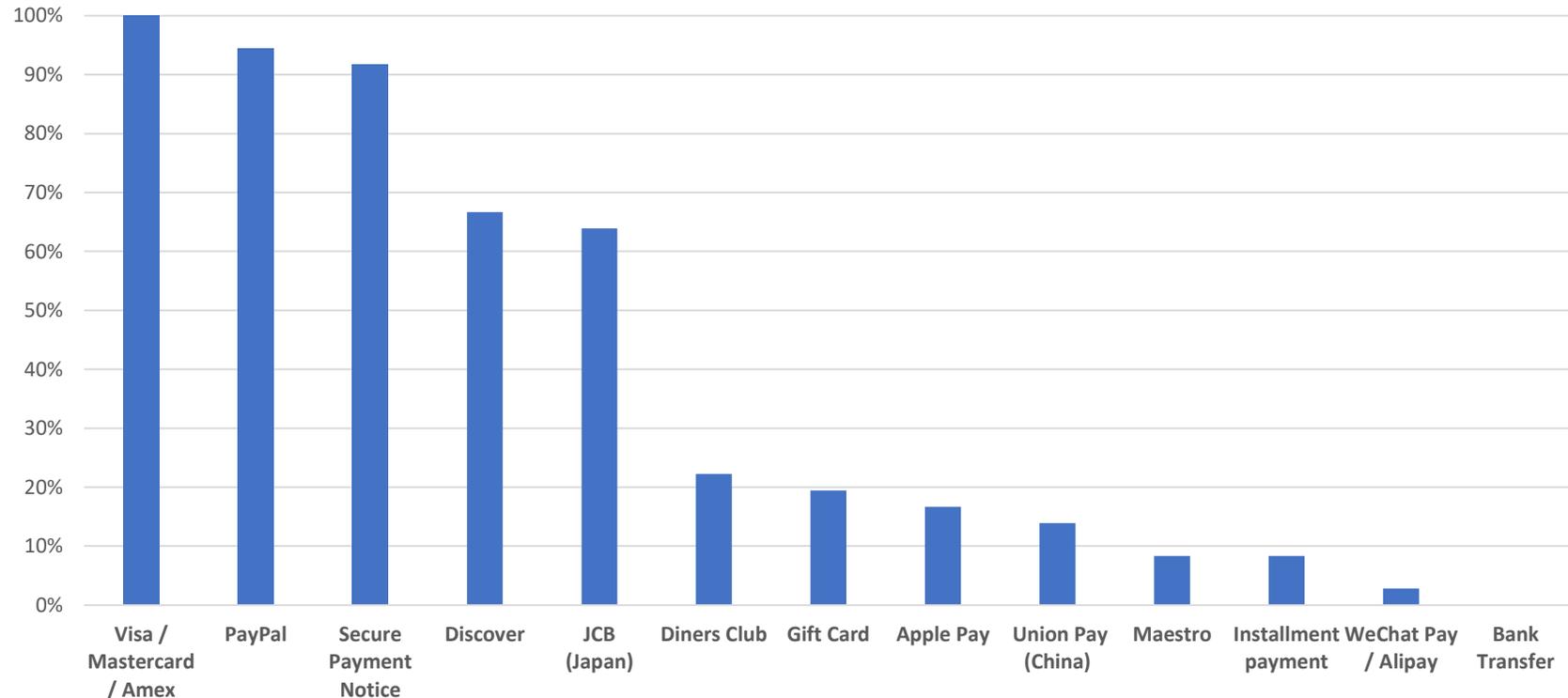
Michael Kors E-store



Payment methods adopted by panel in US



**Total Panel Online Payment Methods Coverage
(%, Panel 36 brands excluding Givenchy, DCM 2019, US)**



24 Brands offering **Discover** Credit Card in US



Example Gucci

GUCCI

③ Payment

Credit Card | PayPal

CREDIT CARD NUMBER ⓘ

SECURITY CODE ⓘ

EXPIRATION DATE

Accepted credit cards

NAME ON CARD

Save credit card information to wallet ⓘ

Billing Address and Phone are the same as Shipping Information
If the Billing Address and/or Billing Phone associated with your payment method are the same, please check this box.

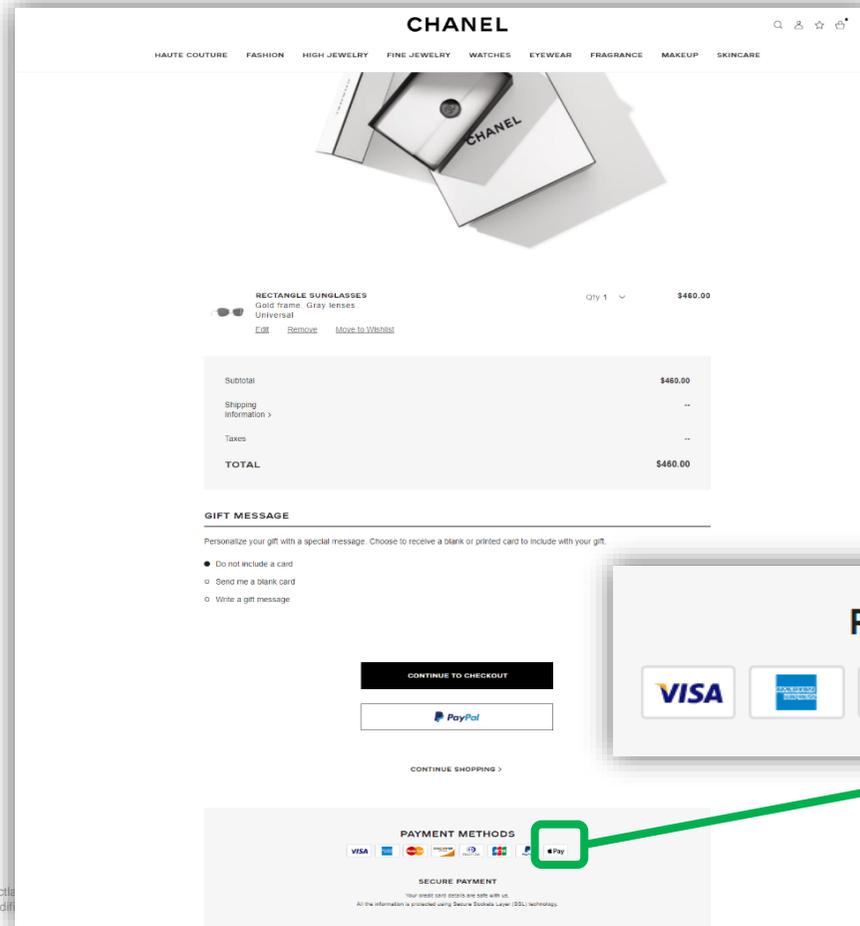
Please enter the corresponding billing information for the payment method you intend to use.

COUNTRY, REGION ⓘ

6 Brands offering Apple Pay



Example Chanel (new addition)



Only Ray-Ban / Tiffany / Ralph Lauren offering Installment Payments in US



Example Ray-Ban (new addition)

USA Shop: Shop Now, Pay Later. Afterpay now available. Free overnight shipping on standard items and free returns on all orders.

Ray-Ban SUNGLASSES EYEGLASSES CUSTOMIZE EXCLUSIVES GIFTS My Account

< View All Wayfarer Family | Home > Ray-Ban Sunglasses > Icons Sunglasses > Wayfarer Family > Nina

NINA

LENSSES: [Green Classic G-15](#)

[Add to Wish List](#) ★★★★★ 4.5 | [13 Reviews](#)

\$163.00
Or 4 payments of 40.75 with [afterpay](#)

Create Your Own Ray-Ban [CUSTOMIZE IT](#)

Size: Standard [ADD TO BAG](#)

✓ Estimated Delivery Date **Fri June 28th**
📦 [Free Overnight Shipping and Free Returns](#)



Available in 6 COLORS [View all +](#)

FRAME:	Red Havana: Black	Grey Havana: Black	Beige Havana: Black	Black
LENSES:	Violet Photocromatic	Blue Washed	Grey Washed	Green Classic G-15

DETAILS | **FRAME / LENSES** | SIZE

Model code: RB4314N 601/31 54-18

Take a walk on the wild side with this revamped, vintage Ray-Ban shape. See and be seen in these purrfect, trendy cat-eye frames, which feature a keyhole bridge with iconic rivets. The retro specs are available in spotted havana as well as classic black and brown

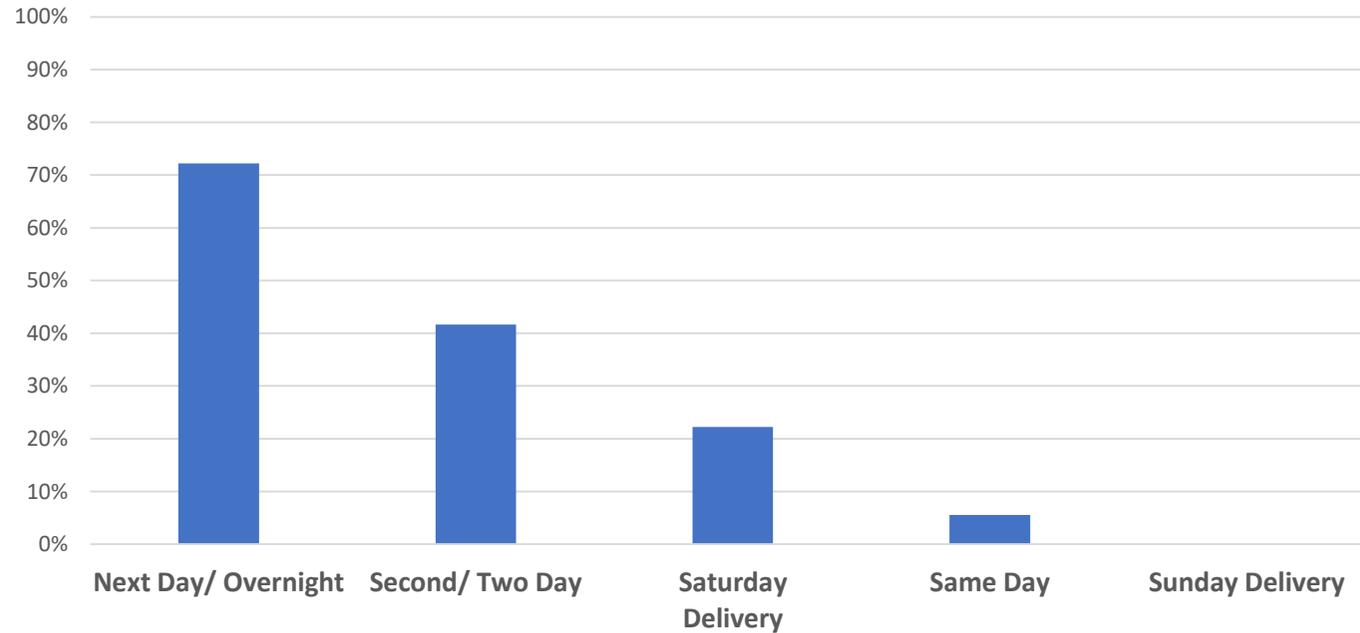
[READ MORE](#)

Or 4
payments of
40.75 with
afterpay

Next Day/Overnight Delivery offered by ca. 70% of brands, Second Day by ca. 40%, Saturday Delivery by ca. 20%



**Total Panel Special Delivery options
(%, Panel 36 brands excluding Givenchy, DCM 2019, US)**



Only Louis Vuitton / Loro Piana offering Same Day delivery



Example Loro Piana

ge: EN ▾

Loro Piana

NEW IN SS19 WOMAN MAN KIDS AT HOME STORES MAY WE HELP? THE RARE WALK STORE

Frequently Asked Questions

Select your task to view all related FAQ's.

- Purchasing Products
- Creating an Account & Payment Details
- Purchasing Gifts
- Addresses
- Delivery & Shipping

Do you provide same day delivery service? ↑

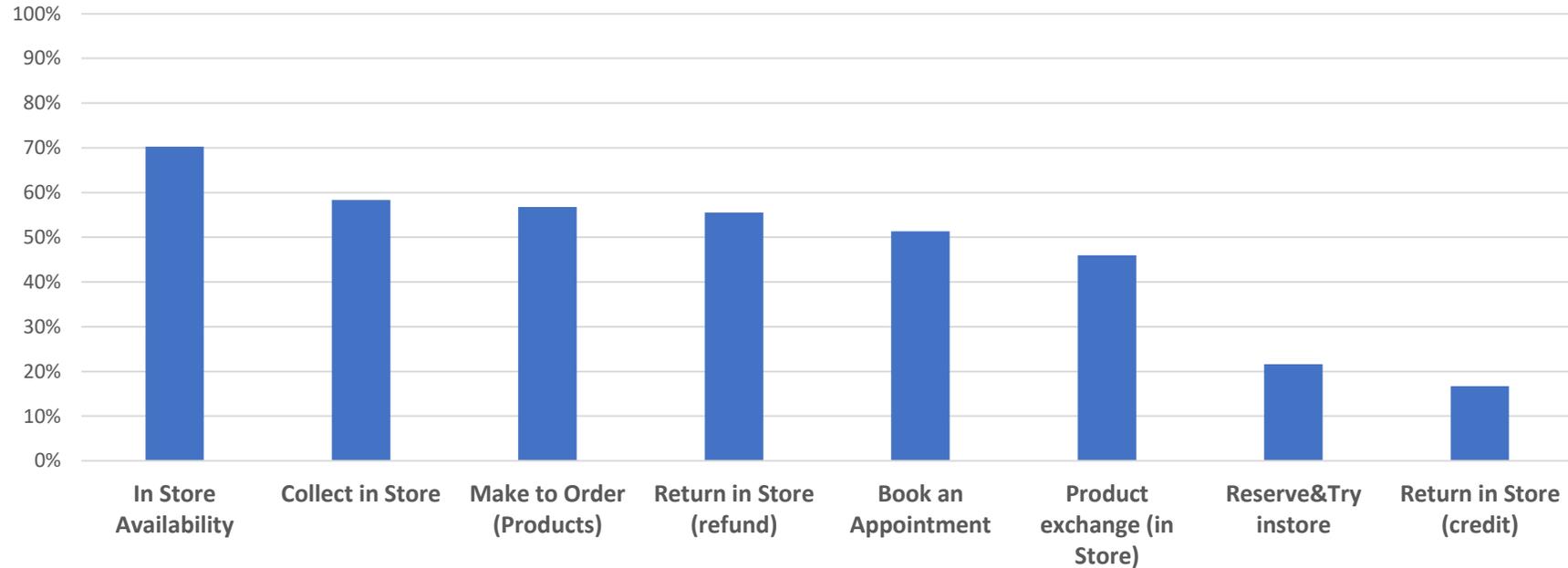
Yes, for orders shipped to Manhattan we offer same day delivery as an option that can be selected directly on our website. Orders placed by 12:00PM EST on weekdays will be delivered by 6:00PM EST on the same day. Orders placed on weekends or after 12:00PM EST on weekdays will be delivered on the next business day.

If you ship to locations near Manhattan in New York, New Jersey or Connecticut (the "Tri-State area") and would like to see if we can provide same day delivery please contact our customer service by email at customerservice.us@loropiana.com or call any time between 9:00AM and 6:00PM EST from Monday to Friday (except American national holidays) at 212-652-1650 or toll free at 1-855-481-9100.

Cross-channel services offered by Panel in US



Total Panel Cross-Channel Coverage (%, Panel 37 brands, DCM 2019)



Valentino / Gucci / Saint Laurent / Moncler adding Reserve&Try



Example Valentino

CHECK AVAILABILITY IN BOUTIQUE



CLIMBERS SNEAKERS IN FABRIC AND MIRROR-EFFECT LEATHER

8

CHECK AVAILABILITY

UNITED STATES WORLDWIDE

VALENTINO - NEW YORK FIFTH AVENUE

693 5TH AVENUE 10022 NEW YORK UNITED STATES

001 212 355 5811

Opening hours

Mon 10:00 - 19:00
Tue 10:00 - 19:00
Wed 10:00 - 19:00
Thu 10:00 - 19:00
Fri 10:00 - 19:00
Sat 10:00 - 19:00
Sun 12:00 - 18:00

RESERVE THIS ITEM

Reserve this item

S SNEAKERS IN FA

K7M

6.5 7 7

9.5 10 1

12.5

ADD TO SH

CHECK AVAILAB

DD TO WISH LIST

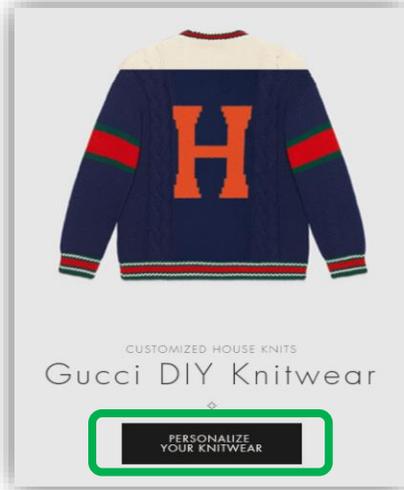
6 brands adding **Make-to-Order** services



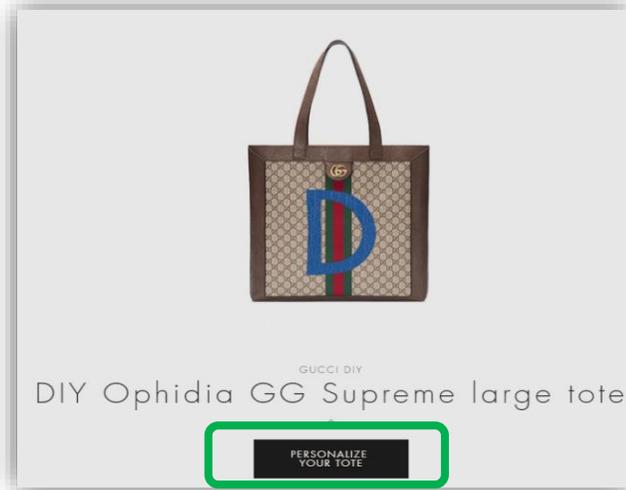
Example Gucci



Championing the idea of self-expression, knits and accessories Ophidia totes and Ace sneakers can be personalized with letters in diverse colors and materials.



Personalize your Knitwear



Personalize your Tote



Personalize your Ace

Only Hugo Boss and Moncler promoting Endless Aisle service on Websites (1/2)



Example Hugo Boss

BOSS Store New York

10 Columbus Circle Suite 106
New York
New York
10019

+1 (212) 485 1900

Write an e-mail

CALCULATE ROUTE

Business hours:

Mon: 10:00 AM - 9:00 PM
Tue: 10:00 AM - 9:00 PM
Wed: 10:00 AM - 9:00 PM
Thu: 10:00 AM - 9:00 PM
Fri: 10:00 AM - 9:00 PM
Sat: 10:00 AM - 9:00 PM
Sun: 11:00 AM - 7:00 PM

Services & Promotions

Endless Aisle Shopping

BOSS BOSS

Twitter Facebook Google+ Instagram Pinterest LinkedIn

Services & Promotions
Endless Aisle Shopping

Only Hugo Boss and Moncler promoting Endless Aisle service on Websites (2/2)



Example Moncler

SHIPPING TO: US CUSTOMER CARE

FREE STANDARD SHIPPING

SEARCH Q LOG IN / REGISTER WISH LIST SHOPPING BAG

MEN WOMEN CHILDREN **GENIUS** MONCLER NOW BOUTIQUES MONCLER BEYOND

< GO BACK SHARE

MONCLER

Via Montenapoleone, 1
20121, Milan
MEN, WOMEN

GET DIRECTIONS

0039 02 76341316

milano-montenapoleone@moncler.com

Monday - Saturday
10:30 - 19:30
Sunday
11:00 - 19:00

Opening hours might be subject to change, please get in contact with the boutique for further information.

IN-STORE SERVICES AVAILABLE

- CLICK FROM STORE**
- CLICK AND RESERVE
- PICKUP IN STORE
- RETURN IN STORE
- EXCHANGE IN STORE

Click from store

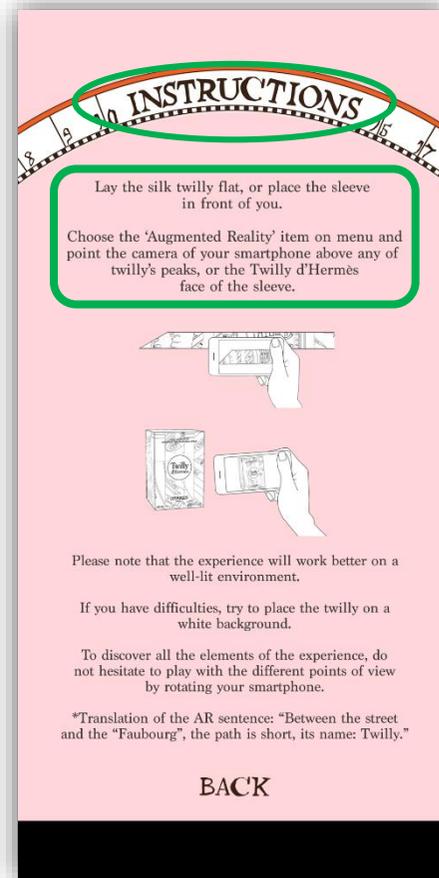
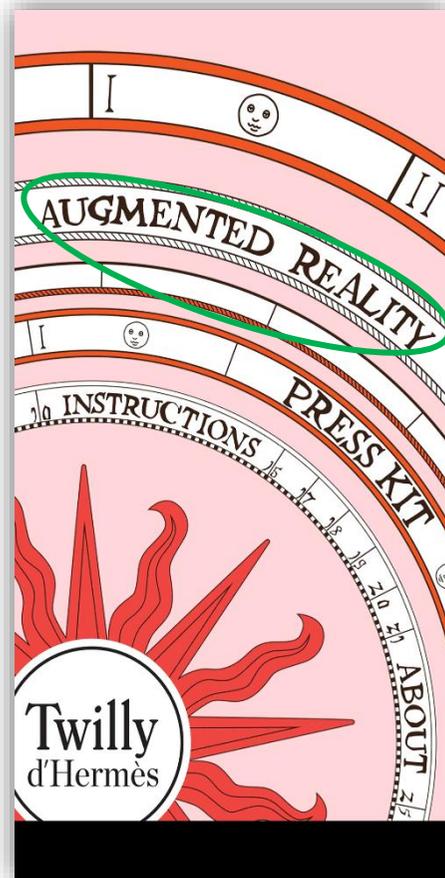
You're at a Moncler store and you can't find an item? The size or colour you're looking for is no longer available? Check its availability online with one of our Client Advisors, who will help you search categories on our website and finalise your purchase.

Apps with Augmented Reality features (1/3)



Example Hermès Twilly d'Hermès App

AUGMENTED REALITY



INSTRUCTIONS

Lay the silk twilly flat, or place the sleeve in front of you.

Choose the 'Augmented Reality' item on menu and point the camera of your smartphone above any of the twilly's peaks, or the Twilly d'Hermès face of the sleeve.

Please note that the experience will work better on a well-lit environment.

If you have difficulties, try to place the twilly on a white background.

To discover all the elements of the experience, do not hesitate to play with the different points of view by rotating your smartphone.

*Translation of the AR sentence: "Between the street and the "Faubourg", the path is short, its name: Twilly."

BACK

Apps with Augmented Reality features (2/3)



Example Moncler Genius AR Lens App



MONCLER GENIUS AR LENS

Moncler S.p.A. Art & Design

PEGI 3

This app is incompatible with all of your devices.

Add to wishlist Install



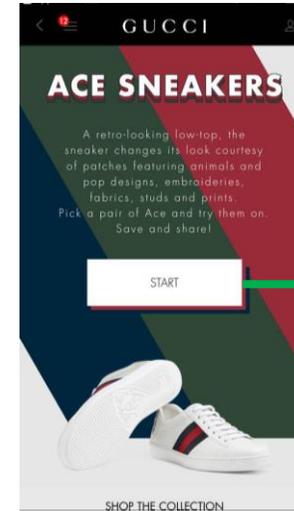
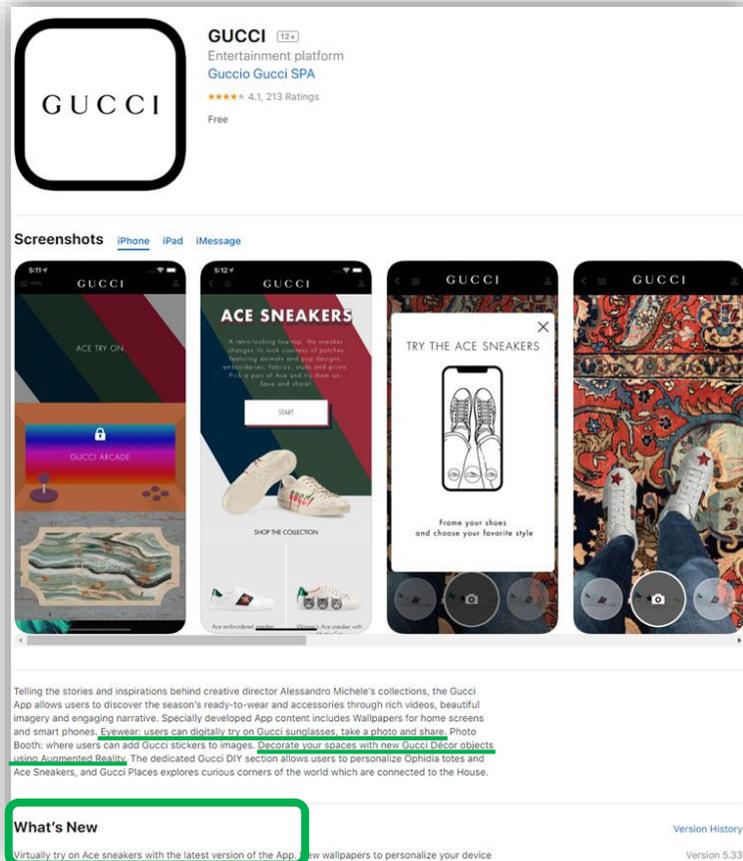
MONCLER GENIUS AR LENS brings the printed pages of "MONCLER GENIUS book" to life using Augmented Reality in a new kind of lookbook experience created by THE DEPARTMENT OF NEW REALITIES. We'll reveal the secret multiverse behind each of the 8 Genius collections – invisible to the eye—and only seen through the MONCLER GENIUS AR LENS app. Imagine if the flowers from Grenoble could rise from printed form to surround you, or the book burst into psychedelic flames revealing the neon landscape of Palm Angels. Or if you could uncover a new Fragment reality hidden deep inside the depths of the physical book. Simply download* the "MONCLER GENIUS AR LENS" app and find a space to explore this book pairing experience. Wherever you see the AR Enabled icon, it means a secret layer is waiting to be revealed. Including the front cover, you will find a total of 10 unique experiences. Turn the pages and use MONCLER GENIUS AR LENS to uncover a new reality. *For an optimal experience we recommend using an iPhone 8, X or a Samsung 8 or 9.

MONCLER GENIUS AR LENS brings the printed pages of "MONCLER GENIUS book" to life using Augmented Reality in a new kind of lookbook experience created by THE DEPARTMENT OF NEW REALITIES. We'll reveal the secret multiverse behind each of the 8 Genius collections — invisible to the eye—and only seen through the MONCLER GENIUS AR LENS app.

Apps with Augmented Reality features (3/3)



Example Gucci App with Home Décor and Virtual Try-on for Eyewear and Sneakers



Eyewear: users can digitally try on Gucci sunglasses, take a photo and share.

Decorate your spaces with new Gucci Décor objects using Augmented Reality.

WHAT'S NEW

Virtually try on Ace sneakers with the latest version of the App

Louis Vuitton and Prada offering Travel Apps



Example Louis Vuitton City Guide App

LOUIS VUITTON CITY GUIDE (4+)
Louis Vuitton Editeur SAS
★★★★☆ 2.6, 38 Ratings
Free - Offers In-App Purchases

Screenshots iPhone iPad iMessage

- EXPLORE THE WORLD**
WITH THE LOUIS VUITTON CITY GUIDE
FEEL LIKE TRAVELLING
BROWSE THE CITY GUIDES
- 30 CITIES**
MORE THAN 20,000 ADDRESSES
ALL THE CITY GUIDES
AMSTERDAM BARCELONA BERLIN
LONDON MADRID MILAN NEW YORK PARIS PRAGUE
RIO DE JANEIRO ROME SAN FRANCISCO SÃO PAULO SEUL SHANGHAI SINGAPORE SYDNEY TAIPEI TOKYO VENICE
- THE VERY BEST OF THE CITIES**
FREQUENTLY UPDATED
THE HOT SPOTS
THE ESSENTIALS
- A SIMPLE, EASY-TO-USE**
AND PRACTICAL APP
LE PAVILLON DE LA REINE
38, place des Vosges, 3rd
Paris, France
24 rooms and suites
€195 to €2,200
http://www.louisvuitton.com
100% free
LUXURIOUS HIDEAWAY
This hotel is not called "the queen's apartment" for nothing. Located in a listed 16th century building where Anne of Austria lived before her marriage to Louis XIII, this luxury hotel is a favorite refuge of American men visiting Paris. Decorated and shown are guaranteed by the Chevalier family, who owned the Pavillon de la Reine (18) in 2010 near the Eiffel Tower and bought the Hotel de Paris Marais (19) in 2011. Renowned by architect Didier Bouchard and Antoine Driener, the setting is elegant and fiery, and the service impeccable. In the room, the hotel remains faithful to the style of its surroundings with period furniture and paintings, each displaying the historical character of the building.

New: Paris is yours! Get all future updates of the city free.

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Overall

- Overall Panel Exploitation for **New DCM 2019 55%**. Panel Score on **Strategic Reach Axis (65%)** higher than on **Digital Customer Experience Axis (50%)**
- Overtime significant improvement in **E-commerce Country Coverage, Social Reach and Cross-Channel Services** Criteria (now above 50%, while around 35% 3-4 years ago)
- In DCM 2019 **Burberry** and **Gucci** co-leading. **Louis Vuitton, Valentino, Fendi** also standing out in the **top 5**
 - **Burberry** with maximum score on the **Digital Strategic Reach Axis (Gucci close)**
 - **Gucci** with maximum score on the **Digital Customer Experience Axis (Burberry very close)**
- **Miu Miu, Dior, Ferragamo** with the most significant improvements on the Digital Strategic Reach Axis ranking vs DCM 2018
- **Ralph Lauren, Miu Miu, Dior** and **Moncler** with the most significant improvements on the Digital Customer Experience Axis ranking vs DCM 2018

DCM Luxury 2019: Key Research Conclusions (2/3)

Digital Strategic Reach Axis



- Powered by Ynap brands (**Valentino, Bottega Veneta, Chloé, Balenciaga, Moschino, Armani**), plus **Burberry** and **Dolce&Gabbana** with the **largest e-commerce presence worldwide**
- Significant increase in **direct E-commerce** presence in **China, Australia, Korea, Russia, Gulf** and **Taiwan**
- **Hermès** and **Gucci** with the **largest Product Category online offer**, followed by Armani/Versace/Tiffany
- **Soft Luxury** companies significantly **expanding into Hard Luxury**... while **Hard Luxury** companies into **Soft Luxury**
- Ca. 60% of Brands with official account on **Japanese Line**, ca. 50% on **Korean Kakao**, only Chanel/Givenchy/ Dolce&Gabbana on **Russian VK**
- **Social accounts** heavily used for **driving traffic to Brand e-store**. Link to E-store particularly increased for Instagram, Weibo and WeChat

DCM Luxury 2019: Key Research Conclusions (3/3)

Digital Customer Experience Axis



- Ca. 60% of Brands offering **Customer Service** contact via **Web Live Chat** (up from below 50% in DCM18)
- **Style Advisory** via Chat and Phone quite OK, while via Email and Facebook not OK !
- **Chatbot** a possible solution for Customer Service via Facebook, but few pioneers: Louis Vuitton / Burberry / Dior / Tiffany / Michael Kors
- In US **Discover/JCB** Credit Cards offered by ca 60% of brands, **Apple Pay** by ca. 20%, **Installment Payment** only by Ray-Ban, Ralph Lauren and Tiffany
- **Hermès** best adapted to **US delivery standards** (Overnight/ Second Day/Saturday delivery options). Only **Louis Vuitton** and **Loro Piana** offering Same day delivery
- **Zegna/Gucci/Prada** with the most complete offer in “**Cross-Channel Services**”. **In Store Availability** now offered by ca. **70%** of Panel (vs 50% DCM 2018), **Reserve & Try** by ca. 20%
- Ca. Half Panel offering the very useful “**Endless aisle**” **feature in Store**, even if only **Hugo Boss** and **Moncler** declare it on website
- **Augmented Reality** starting to appear in Luxury: **Virtual Try-on tools** for Beauty, Eyewear, Shoes and Home Décor simulation
- **Still some surprising findings!**
 - 3 brands not offering Customer Service via Phone
 - 6 Brands did not reply to Email enquiries, 11 Brands to Facebook enquiries
 - 2 brands not giving information about Store Opening Days/Hours
 - 1 brand with no Cross-Channel Services at all
 - 10 Brands with no Mobile Responsive/Adaptive Layout yet



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