



DIGITAL IQ INDEX:

Fashion

SCOTT GALLOWAY
NYU Stern

OCTOBER 11, 2011





FORUM:

November 10, 2011

The Morgan Library
New York City

To register, visit:

<http://L2innovationforum2011.eventbrite.com>

On November 10, L2 will host its third-annual Innovation Forum in New York City. Presented with NYU Stern School of Business, the Forum will address innovation in digital marketing and implications for prestige brands in a TED-style event. Speakers include CEOs, Nobel Laureates, and thought leaders from academia and industry.

elements:

- **High-velocity, provocative presentations** by thought leaders from industry and academia
- **Conversations and panels** with industry icons and influencers
- **Just-released Digital IQ Index®** research benchmarking prestige brands in fashion, beauty, accessories, and retail
- **Trends, predictions, and best practices** based on a year's worth of L2 research
- **Performances** by innovators in art, media, music, and technology
- **Countdown** of the seven most innovative programs in prestige

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Innovation 2011

*The largest gathering of
prestige executives in North America*

hosts:



SCOTT GALLOWAY
Founder | L2
Professor of Marketing
NYU Stern



PETER HENRY
Dean
NYU Stern



MICHAEL LAZEROW
CEO & Founder Buddy
Media

speakers:

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Professor | Stanford
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DAVE GILBOA
Co-CEO & Co-Founder
Warby Parker



MELISA GOLDIE
EVP, Chief Creative
Officer
Calvin Klein, Inc



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JOHN JANNUZZI
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SHERIL KIRSHENBAUM
Research Scientist
Webber Energy Group,
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GREG LINDSAY
Author & Journalist
*Aerotropolis: The Way
We'll Live Next*



TAMÁS LOCHER
Co-Founder & CEO
LOOKK.com



THOMAS LOCKWOOD
Author | Design
*Thinking and Building
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Professor of Management
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**CAPTAIN
DAVID WERNER**
U.S. Navy Office of
Information



GABE ZICHERMANN
CEO
Gamification Co.

INTRODUCTION

fashion *forward* Digital is fashion's new skinny jeans

From live streams of runway shows to an arms race on social media platforms, brands are seeking the halo of innovation that comes from inspired online programming. A recent report by Fondazione Altagamma indicates that site traffic and online buzz in Fashion exceeds all other luxury categories with the exception of Automobiles.¹ The industry has also been among the first to pilot marketing initiatives on Foursquare, Tumblr, and photo-filtering and sharing app Instagram. Some programs could best be described as bleeding edge, including Ralph Lauren's 4D building façade and Ermenegildo Zegna's virtual store on the iPad.

Trend vs. Commitment

However, most fashion brands still approach digital as a series of pet projects rather than presenting a coherent multi-platform strategy. Although 94 percent of brands in the Index have a presence on Facebook, one in five brands still lacks e-commerce capability. ROI-proven tactics such as email marketing CRM and search engine marketing are underutilized, and site navigation is still an afterthought—30 percent of brands lack basic site search.

1. "Digital Luxury Experience," Fondazione Altagamma, September 2011.

Two Ways

There are two ways to build shareholder value: increase revenue and/or reduce costs. Managers tend to focus on the former when presented with new technology. Sixty-seven percent of EU consumers and half of American consumers claim they research luxury purchases online before buying, highlighting digital's potential to drive and derive incremental revenue. However, social media's true promise may lie in the less romantic notion of significantly reducing the costs of, and addiction to, offline media.

Brands that establish direct relationships with their customers via social media platforms have the opportunity to excise the publisher's tax. Burberry's speculative investment in Facebook has resulted in more than 8.2 million fans—a more target rich audience nearly seven times the global circulation of *Vogue*.

Hubris

A lot has changed in our third annual [Luxury Digital IQ Index](#)®. Press-darling Burberry tops the list, buttressing its social legacy with a site relaunch and mobile optimization. Index newcomer Kate Spade demonstrates heritage isn't



INTRODUCTION

everything, coming out of nowhere to nab the number two spot. And Coach and Gucci held on to their Genius crowns. However, some industry icons continue to slip further behind. Despite strong social presences, Chanel and Christian Dior both registered Average IQs, largely a result of their lack of e-commerce capability outside of beauty. Finally, the biggest losers in this year's study are two of icons of fashion: Prada and Hermès, which have fallen from Gifted in 2009 to Challenged this year. We believe these brands are victims of their own success, believing iconic status can be a substitute for innovation and investment online. This hubris will haunt them, and their shareholders.

Digital IQ = Shareholder Value

Our thesis is that digital competence is inextricably linked to shareholder value. Key to managing and developing a competence is an actionable metric. This study attempts to quantify the digital competence of 49 global fashion brands. Our aim is to provide a robust tool to diagnose digital strengths and weaknesses and help brands achieve greater return on incremental investment.

Similar to the medium we are assessing, our methodology is dynamic and we hope you will reach out to us with comments that improve our methodology, investigation, and findings. You can reach me at scott@stern.nyu.edu.

Regards,

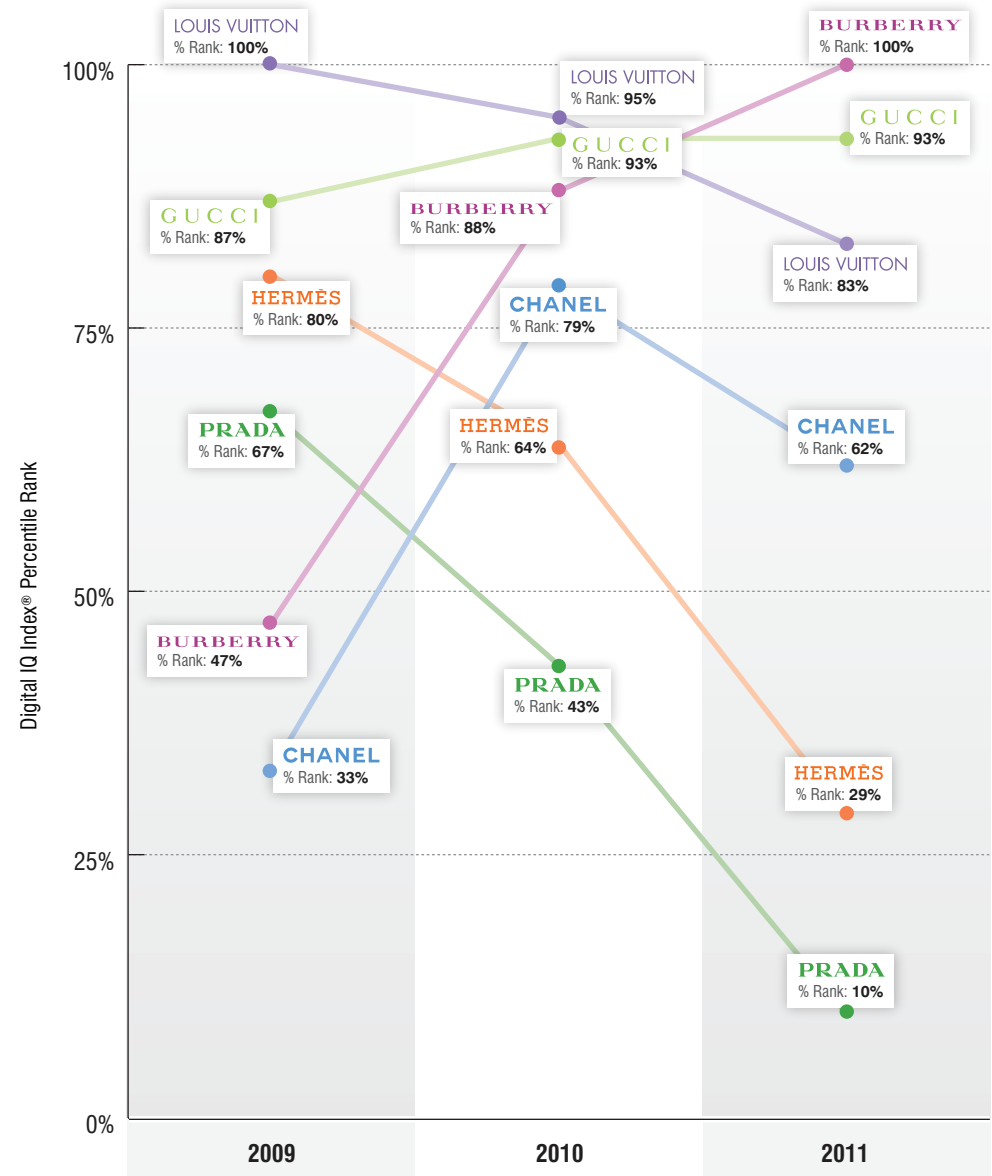
SCOTT GALLOWAY

Founder, L2
Clinical Professor of Marketing, NYU Stern

DIGITAL BIRTHS AN ICON

Relative Digital IQ Index® Performance of Select Fashion Brands

(2009, 2010, 2011)



ABOUT THE RANKINGS

METHODOLOGY



Site: 35%

Effectiveness of brand site

FUNCTIONALITY & CONTENT: 75%

- Technology
- Navigation & Product/Site Search
- Social Media Integration
- Customer Service & Store Locator
- Product Display & Content
- E-Commerce & Transaction Orientation
- Account Signup & Functionality
- Global E-Commerce
- Branded Content

BRAND TRANSLATION: 25%:

- Aesthetics
- Messaging & Interactivity



Digital Marketing: 25%

Search, display, and email marketing efforts

- **Search:** Traffic, SEM, SEO, Web Authority
- **Display Advertising & Innovation:** Text & Banner Ads, Retargeting, Cross-platform Innovation Initiatives, Emerging Platforms
- **Blogs & Other User-Generated Content:** Mentions, Sentiment
- **Email:** Frequency, Language, Content, Social Media Integration, Promotion



Social Media: 25%

Brand presence, community size, content, and engagement on major social media platforms

- **Facebook:** Likes, Growth, Post Frequency, Applications, Responsiveness, Content, Global Presence
- **Twitter:** Followers, Growth, Tweet Frequency, Online Voice
- **YouTube:** Views, Number of Uploads, Subscriber Growth, Content, Interactivity
- **Tumblr:** Post Frequency, Likes, Re-blogs, Social Media Integration & Shareability



Mobile: 15%

Compatibility, optimization, and marketing on smartphones and other mobile devices

- **Mobile Site:** Compatibility, Functionality, Transaction
- **iOS Applications (iPhone & iPad):** Availability, Popularity, Functionality, iPad Differentiation
- **Android:** Availability, Popularity, Functionality
- **Innovation:** SMS, Geolocal, Other Mobile Marketing Innovation

DIGITAL IQ CLASSES

IQ Range	IQ Class
140+	GENIUS Digital innovation is a point of differentiation for these brands. Site experience is searchable, shareable, and mobile-optimized. Social media is embedded into marketing DNA, and campaigns are integrated across multiple digital platforms.
110-139	GIFTED Brands are experimenting and innovating across site, mobile, and social platforms. Digital presence is consistent with brand image and larger marketing efforts.
90-109	AVERAGE Digital presence is functional yet predictable. Efforts are often siloed across platforms.
70-89	CHALLENGED Limited or inconsistent adoption of mobile and social media platforms. Site lacks inspiration and commerce orientation.
<70	FEEBLE Investment does not match opportunity.

DIGITAL IQ RANKING

PARENT COMPANY:

- COMPAGNIE FINANCIÉR RICHEMONT S.A.
- LABELUX GROUP GMBH
- LVMH
- PPR - GUCCI GROUP
- OTHER: PUBLICLY TRADED
- OTHER: PRIVATELY OWNED

Rank	Brand	Parent Company	Digital IQ	Class	Description
1	BURBERRY	Burberry Group PLC	144	Genius	Digital births an icon: Proof that digital investments translate to shareholder value
2	KATE SPADE	Liz Claiborne Ltd.	143	Genius	Top social media score; Index newcomer did not get memo that heritage is necessary to be iconic digitally
3	COACH	Coach, Inc.	141	Genius	New York native continues to woo the blogosphere and registers top scores for site experience
3	GUCCI	PPR - Gucci Group	141	Genius	Gucci Connects dots and delivers with shoppable video and recent Tumblr launch
5	DOLCE & GABBANA	Dolce & Gabbana Industria S.p.A.	136	Gifted	Global site relaunch threads needle of edgy and effective
5	TORY BURCH	Tory Burch LLC	136	Gifted	Facebook store leads fashion F-commerce (r)evolution
7	RALPH LAUREN	Ralph Lauren Corporation	135	Gifted	<i>New York Times</i> iPad app takeover transforms brand into rich media publisher
8	HUGO BOSS	Hugo Boss AG	134	Gifted	Top mobile scores and interactive YouTube channel venture differentiate the brand online
9	LOUIS VUITTON	LVMH	127	Gifted	Embracing the spirit of travel with Amble app; Leads on Foursquare
10	MICHAEL KORS	Michael Kors Inc.	126	Gifted	(Digital) Destination: Kors. Evolving brand into an online lifestyle
11	DONNA KARAN	LVMH	118	Gifted	@DKNY provides PR Girl's Picks on top-notch e-commerce site and digital invitations to <i>Gossip Girl</i> play-by-play on Twitter
12	DIANE VON FURSTENBERG	Diane von Furstenberg	117	Gifted	Global Twitter handles conveys local relevance of "Love, Diane"; exclusive wrap dress available each month for Facebook fans only
13	CALVIN KLEIN	PVH Corp.	116	Gifted	From Vogue.com video ads to a Facebook page with international flair, CK is strong across the board
13	MARC JACOBS	LVMH	116	Gifted	Animated e-commerce site breaks the mold but falls flat on functionality

DIGITAL IQ RANKING

PARENT COMPANY:

COMPAGNIE FINANCIÈR RICHEMONT S.A.	PPR - GUCCI GROUP
LABELUX GROUP GMBH	OTHER: PUBLICLY TRADED
LVMH	OTHER: PRIVATELY OWNED

Rank	Brand	Parent Company	Digital IQ	Class	Description
15	JOHN VARVATOS	VF Corporation	113	Gifted	Rocks the web with Roots giveaway on Facebook
16	PAUL SMITH	Paul Smith Ltd.	110	Gifted	Rewards fans and followers with exclusive access to backstage news and live updates
17	ALEXANDER MCQUEEN	PPR - Gucci Group	109	Average	Deft with Polyvore, Tumblr, and Vimeo
17	JIMMY CHOO	Labelux Group GmbH	109	Average	Crowdsourcing "Your Choo Stories" through microsite, Facebook, and Twitter to celebrate 15th anniversary
19	CHANEL	Chanel S.A.	107	Average	Mobile focus compensates for icon's e-commerce and Twitter absence
20	YVES SAINT LAURENT	PPR - Gucci Group	103	Average	Twitter leader signals innovation with a Fashion's Night Out partnership with "All the Pretty Birds" blog
21	ERMENEGILDO ZEGNA	Ermenegildo Zegna Holditalia S.p.A.	102	Average	We applaud iPad virtual store experimentation and 3D runway
22	CHRISTIAN DIOR	Christian Dior S.A. LVMH	101	Average	Unprecedented Facebook growth doesn't compensate for lack of e-commerce
23	STUART WEITZMAN	Jones Group Inc.	100	Average	Consistent but safe
24	CHRISTIAN LOUBOUTIN	Christian Louboutin	99	Average	Loubi's personality shines with Instagram
25	ARMANI	Giorgio Armani S.p.A.	98	Average	Recent site launch just missed data collection cut-off, but quick review suggests it is a significant upgrade to previous <i>collezioni</i> of confusion
26	BOTTEGA VENETA	PPR - Gucci Group	97	Average	Fragrance launch boosts Facebook interactivity, but Twitter silence disappoints
27	OSCAR DE LA RENTA	Oscar de la Renta Ltd.	96	Average	The undisputed Tumblr leader needs a mobile strategy to match its social media supremacy
28	COLE HAAN	Nike, Inc.	94	Average	Needs stronger content strategy to infuse online presence with Modern Prep

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Rank	Brand	Parent Company	Digital IQ	Class	Description
29	FENDI	LVMH	92	Average	Peekaboo Twitter, where are you?
29	THEORY	Fast Retailing Co, Ltd.	92	Average	Strong site but needs to ignite mobile strategy and social media growth
29	ROBERTO CAVALLI	Roberto Cavalli S.p.A.	92	Average	Mobile absence and poorly managed search unravel this atelier's stellar social media integration
32	VALENTINO	Valentino Fashion Group S.p.A.	91	Average	Visible in all dimensions but lacking Red fire to spark real traction
33	MULBERRY	Mulberry Group PLC	90	Average	Twitter newbie and Mix Tape producer is taking initial steps online
34	HERMÈS	The Hermès Group	89	Challenged	Strong Facebook engagement and distinctive online branding stand out from otherwise uninspired digital offering
34	SALVATORE FERRAGAMO	Salvatore Ferragamo S.p.A.	89	Challenged	Online trunk show and new iPad app signal progress, but brand needs to brush up on e-commerce tactics
36	ALFRED DUNHILL	Compagnie Financière Richemont S.A.	88	Challenged	Voice starting to be heard but still not loud enough
36	LONGCHAMP	S.A. Jean Cassegrain	88	Challenged	Keep on Riding, headed in the right direction
38	BALLY	Labelux Group GmbH	85	Challenged	Mobile adoption and stronger search needed
39	BALENCIAGA	PPR - Gucci Group	83	Challenged	Adopted a rogue Facebook community, revamped site, and Tweeted ... once
40	VERSACE	Gianni Versace S.p.A.	82	Challenged	Facebook livestreaming and active Twitter handle aren't enough to offset nonexistent e-commerce
41	MAX MARA	Max Mara Fashion Group S.r.l.	80	Challenged	Can't overcome absence on YouTube and Twitter
42	CHLOÉ	Compagnie Financière Richemont S.A.	77	Challenged	One of nine brands without e-commerce

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Rank	Brand	Parent Company	Digital IQ	Class	Description
43	CATHERINE MALANDRINO	Catherine Malandrino	75	Challenged	Many elements in place, but brand needs stronger search and social programs to jump-start buzz
44	PRADA	Prada Group	73	Challenged	Biggest digital disappointment in luxury
45	TOD'S	Tod's S.p.A.	62	Feeble	Mobile aptitude does not a digital presence make
46	BADGLEY MISCHKA	Iconix Brand Group, Inc.	61	Feeble	We want to see Rommel & Whiskey on mobile too
47	ZAC POSEN	Zac Posen-House of Z LLC	52	Feeble	A site experience that leaves much to be desired
48	GIVENCHY	LVMH	46	Feeble	Ready-To-Wear, but not Ready-For-Digital
49	MANOLO BLAHNIK	Manolo Blahnik	44	Feeble	"Make Your Own Manolo" is only bright spot

KEY FINDINGS

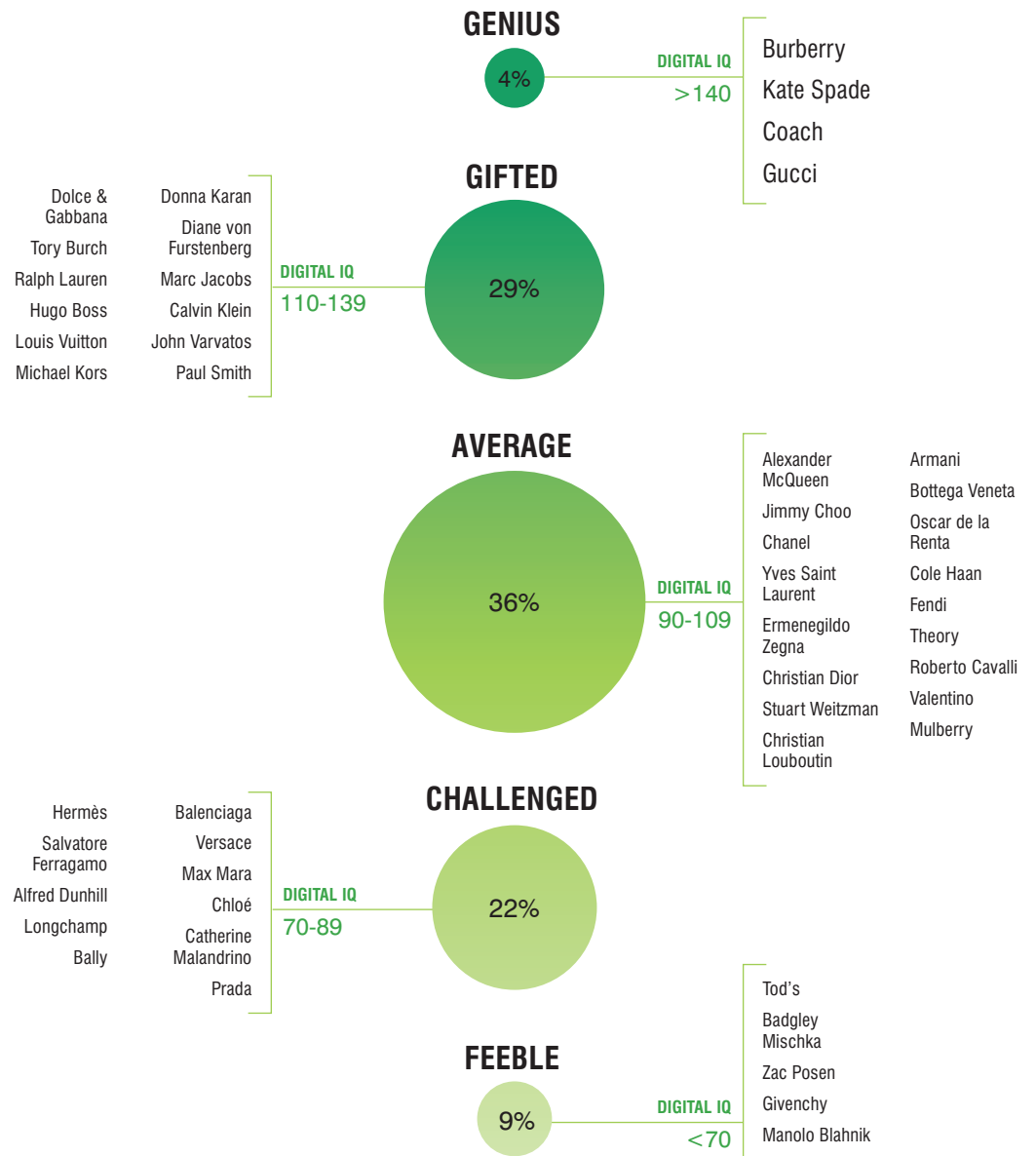
Digital IQ Dispersion

The digital and social media explosion in Fashion has led to a consolidation in the rankings. This year's Digital IQ dispersion follows a normal distribution, with the Average ranks swelling from 20 percent in 2010 to 35 percent in 2011. Similarly, the standard deviation across brands tightened significantly, from 39 in 2010 to just 25 in 2011, suggesting that it is becoming increasingly difficult to differentiate.

However, as innovation in the category has increased there is less correlation between IQ class and the size of a brand's of-line business, suggesting digital provides a unique platform for fashion brands with limited heritage and offline media spend, such as Kate Spade and Tory Burch, to punch above their weight class.

DIGITAL IQ DISTRIBUTION

% of Brands per Digital IQ Class



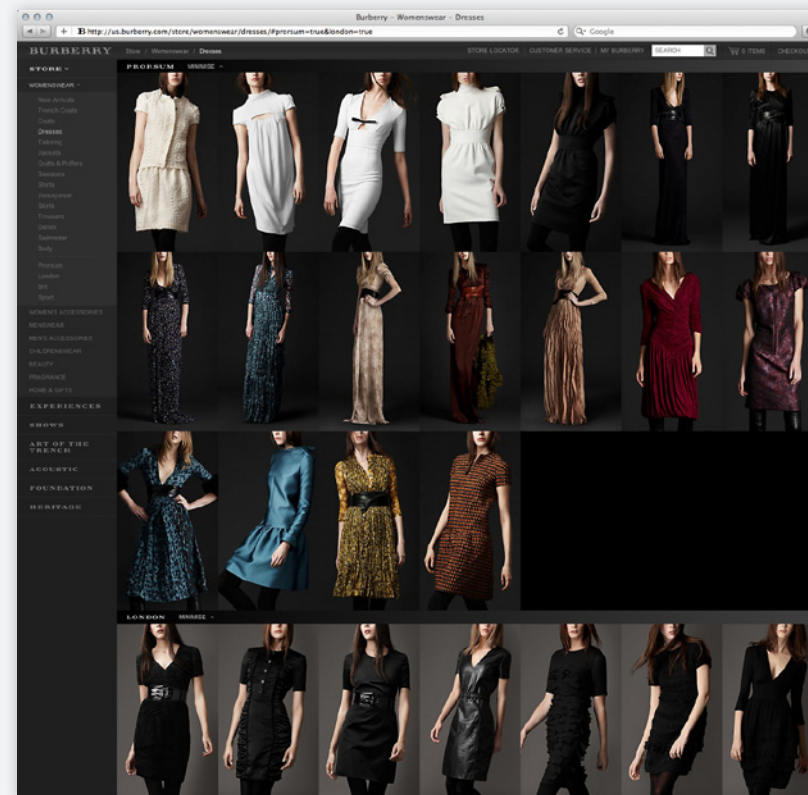
KEY FINDINGS

**In the Company of Genius
BURBERRY**

The screenshot shows the Burberry Facebook page. The main post features a woman's face on the left and a perfume bottle in the center. The text reads: "BURBERRY BODY THE SAMPLE. Introducing Burberry Body, the new fragrance for women. Select Like to request an exclusive sample and experience the fragrance." Below the post, it says "Like 9m". On the left sidebar, the navigation menu includes Wall, Info, Friend Activity, Burberry Body, Acoustic, Photos, and Videos. At the bottom of the sidebar, it says "8,606,383 like this".

8,606,383
like this

Facebook page continues to lead Fashion's fan race with more than 8.6 million fans. Recent Burberry Body sampling campaign drove additional fan growth.



Unconventional site blends content and commerce for consumers across the globe.

KEY FINDINGS

In the Company of Genius BURBERRY

Burberry London, England
A 155 year-old global brand with distinctly British attitude
<http://www.Burberry.com>

1,065 Tweets 125 Following 552,372 Followers 5,861 Listed

Burberry Burberry
Watch the craftsmanship behind the @Burberry Prorsum Womenswear S/S12 collection youtu.be/RR5YwDXMdY
30 Sep

Burberry Burberry
Actor Ryan Gosling wearing @Burberry at the 2011 Toronto International Film Festival pic.twitter.com/N75vb4pG
29 Sep

Burberry Burberry
Behind the scenes at the @Burberry Beauty natural nude look shoot pic.twitter.com/DTr9WkMC
28 Sep

Burberry Burberry
And more fittings today - CB <http://twitpic.com/41hzz0>
19 Feb

Burberry Burberry
Listening to squeeze and the kinks CB
19 Feb

Burberry Burberry
Morning! Hazy but beautiful morning here in London, everything is coming together CB
19 Feb

Instagram
burberry
393 PHOTOS · 96849 FOLLOWERS

"backstage at the show today #nfy"

burberry is using Instagram - a fun & easy way to share your life with friends through a series of pictures. Snap a photo, then choose a filter to transform the look and feel of the shot into a memory to keep around forever.

444 LIKES

COMMENTS

@ryanredderlove hahaha 3 months ago

@marnedeeerlove @burber 3 months ago

@marnedeeerlove I am in with that hat 3 months ago

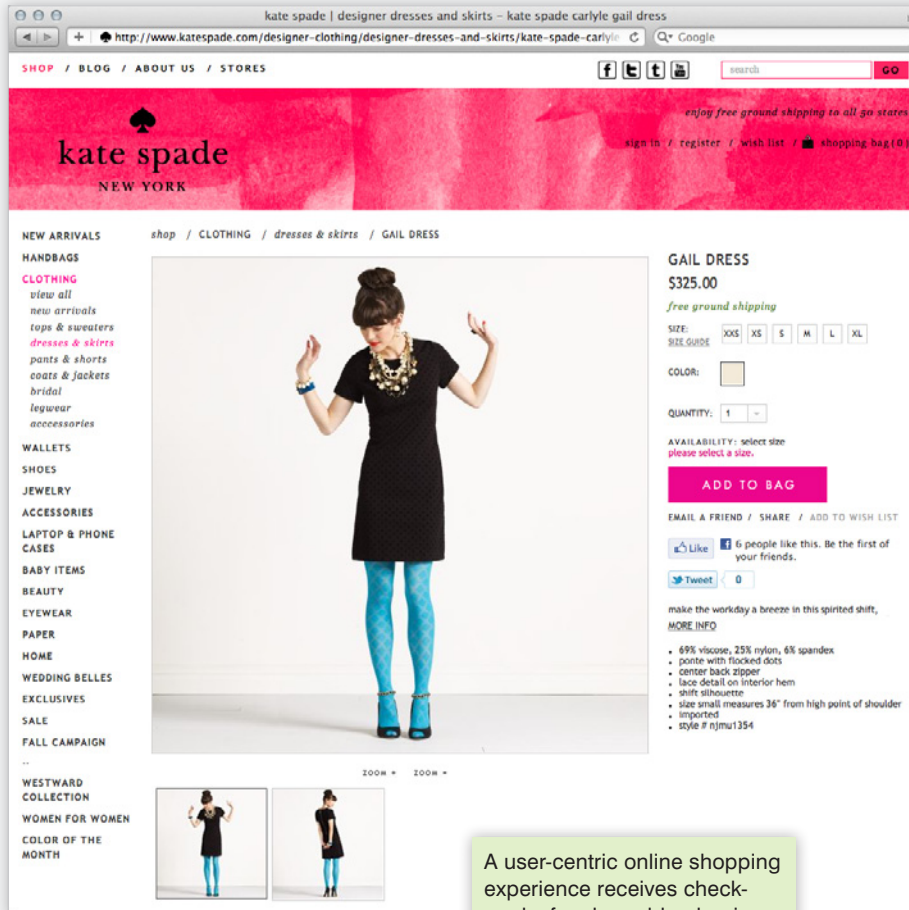
@poppy42 3 months ago



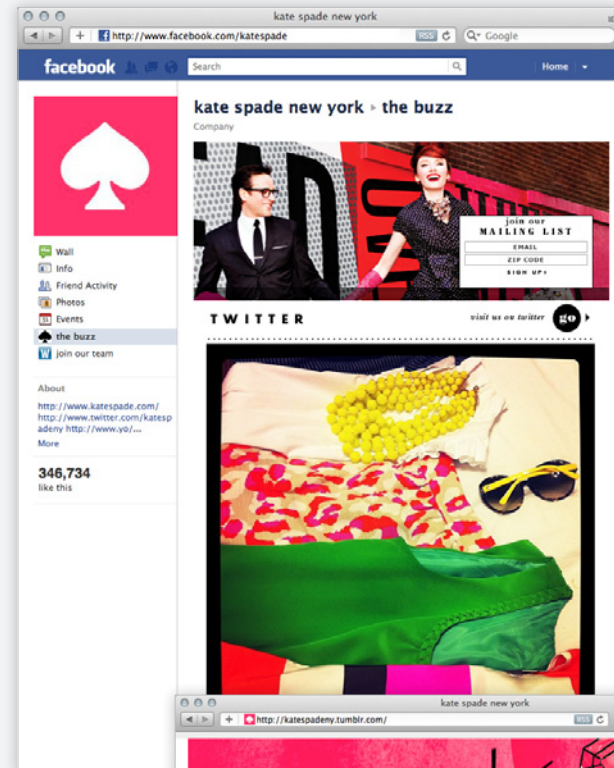
Burberry's Instagram account has more than 96,000 followers.

KEY FINDINGS

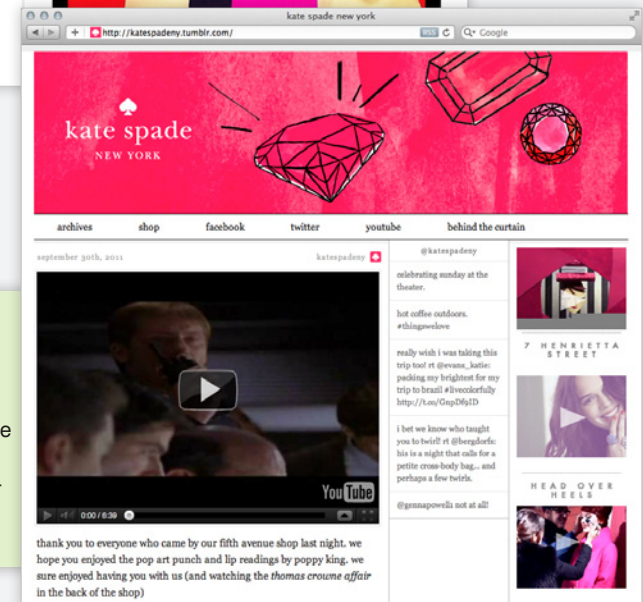
**In the Company of Genius
KATE SPADE**



A user-centric online shopping experience receives checkmarks for shareable plug-ins and earns the top score in customer service integration.



Creating a digital ecosystem, Kate Spade provides Twitter, Tumblr, and YouTube live feeds in a buzzworthy Facebook custom tab.



One of the first luxury brands on the blogging platform, Kate Spade delivers a best-in-class Tumblr experience.

KEY FINDINGS

**In the Company of Genius
KATE SPADE**

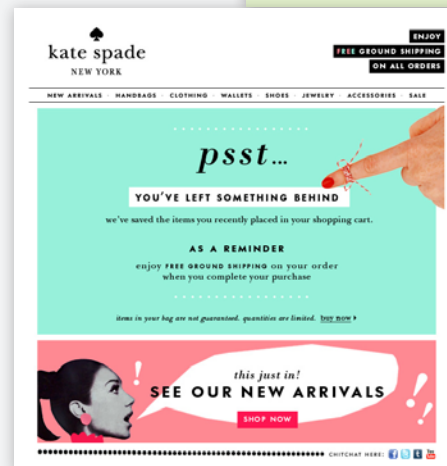


New York becomes integral to the brand identity as it captures the city's landmarks and provides a native's take with Foursquare tips and Instagram pics.



Experimenting with F-commerce by leveraging existing partnership with Neiman Marcus.

Kate Spade sends an automatic trigger email to customers who abandon their cart, offering them free shipping as an incentive to complete the transaction.



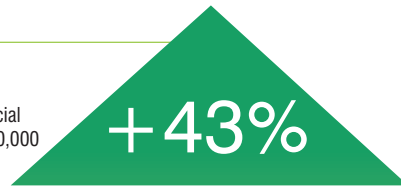
KEY FINDINGS

GREATEST YEAR-OVER-YEAR GAIN OR LOSS
2010 vs. 2011 Digital IQ Percentile Rank

Donna Karan

AVERAGE → GIFTED

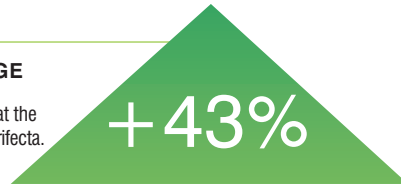
Site revamp buttressed an already strong social presence. @DNKY now boasts more than 360,000 followers and has expanded to Tumblr.



Alexander McQueen

CHALLENGED → AVERAGE

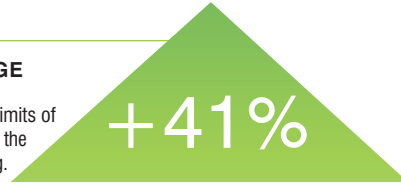
Untimely death + Royal Wedding + Exhibit at the Metropolitan Museum of Art = earned media trifecta. Brand capitalized through Tumblr launch and social media growth.



Ermenegildo Zegna

CHALLENGED → AVERAGE

3D virtual store iPad app launch pushes the limits of innovation and makes Zegna the only brand in the Index with an iPad-specific commerce offering.



Christian Dior

AVERAGE → AVERAGE

From May to September, Facebook page grew from 700,000 to more than five million with no decrease in engagement and interaction. E-commerce launch is necessary to continue ascent.



Salvatore Ferragamo

CHALLENGED → CHALLENGED

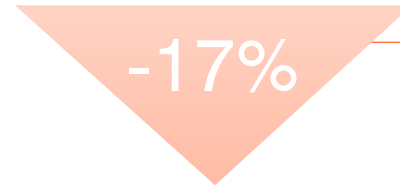
Online trunk show launch customers to pre-order collection exclusively online. iPad app signifies the first step to a mobile strategy.



Chanel

GIFTED → AVERAGE

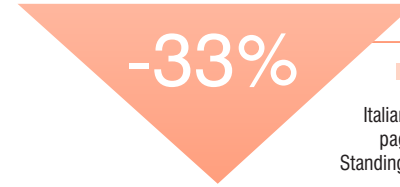
Mobile site launch isn't enough to outweigh lack of e-commerce.



Prada

AVERAGE → CHALLENGED

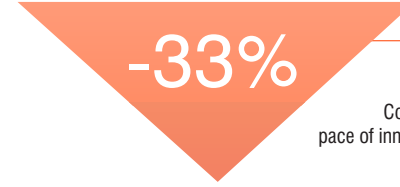
Italian fashion house still lacks an official Facebook page (although rogue page has 800,000+ fans). Standing still pushes Prada further and further behind.



Armani

GIFTED → AVERAGE

Confusing site architecture is more glaring as the pace of innovation in the industry increases. Social media growth has not kept pace with peer group.



Oscar de la Renta

GIFTED → AVERAGE

Brand comes in second overall in social media scoring, but drops this year because of scant updates to e-commerce site and lack of mobile presence.



Hermès

GIFTED → CHALLENGED

Playful site continues to deliver on brand translation, but technology and functionality have become dated as peers have innovated.



KEY FINDINGS

Red, White, & Digital

Ten of the top 15 brands call the U.S. home, up from six a year ago. On average, brands with U.S. headquarters boast a higher Digital IQ than their European counterparts. Brands headquartered in luxury's capital, France, trail the pack, registering an average IQ of just 92. Louis Vuitton is the lone French representative in the top 15. Further dissection reveals that brands of French origin actually generate more site traffic, but lag across almost every other dimension, including site functionality and transaction orientation, social media programming, use of digital marketing tactics, and mobile compatibility.

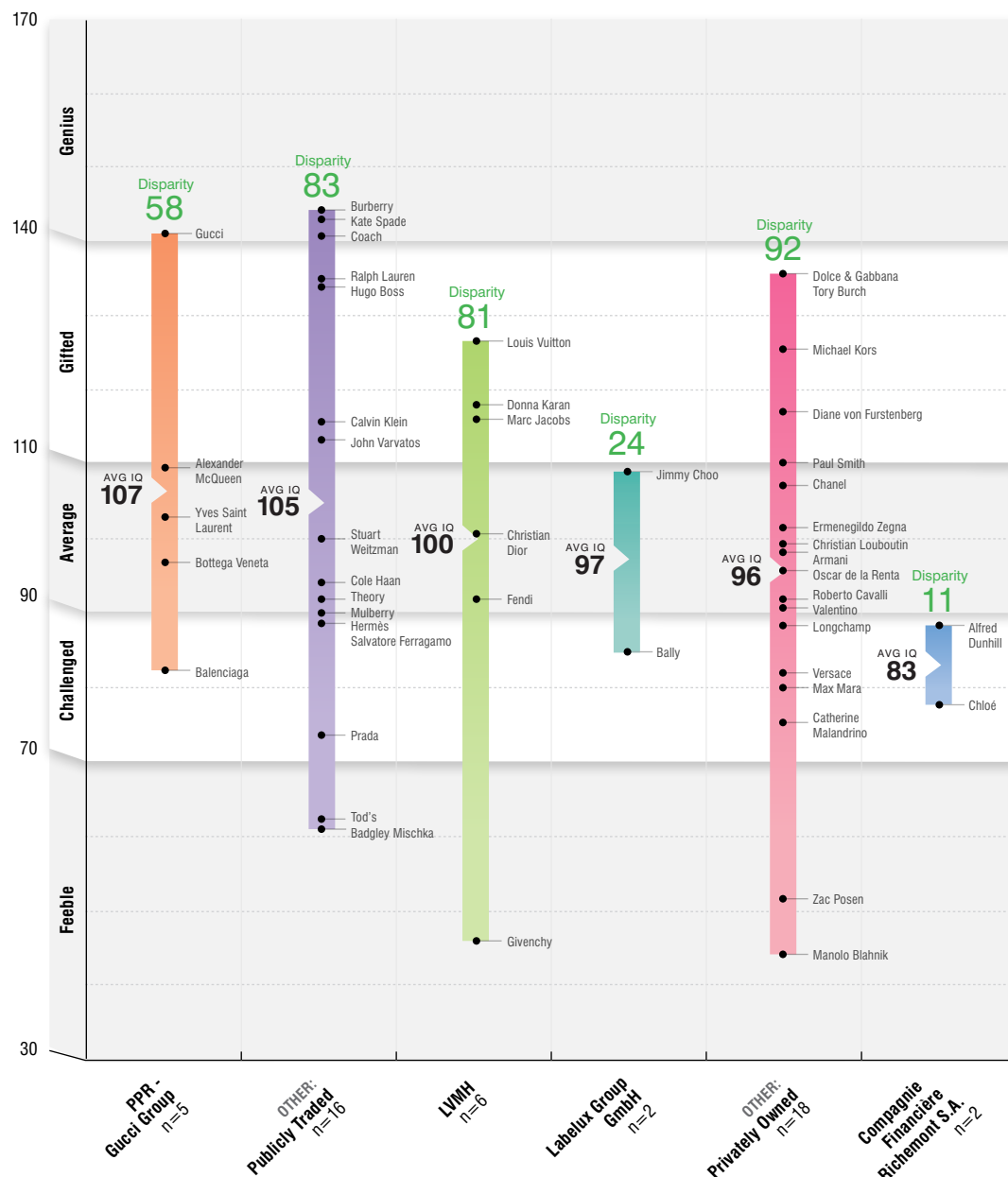
AVERAGE IQ BY COUNTRY



Digital IQ by Ownership

Similar to the findings in the [2010 Luxury report](#), there appears to be limited sharing of digital best practices across brands within the same organization. In reverse of last year's results, the five PPR brands inched ahead of the six from LVMH. Two of LVMH's brands, Donna Karan and Christian Dior, made significant gains, but Index newcomer Givenchy brought down the organization's IQ. Richemont's two fashion brands, Alfred Dunhill and Chloé, continue to trail. Among independent brands, the average IQ of publicly traded companies outpaced that of private organizations, suggesting the importance (i.e. pressure) markets place on innovation.

DIGITAL IQ DISPERSION BY OWNERSHIP
Organizations with More than One Brand Represented in Index



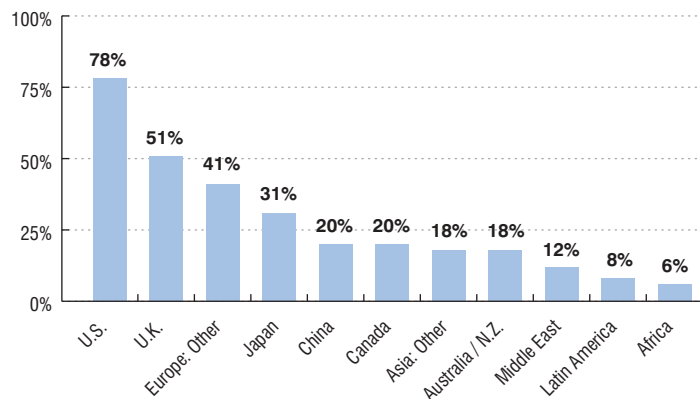
KEY FINDINGS

Selling Is Knowing

Although e-commerce for luxury goods is expected to have a compound annual growth rate of 20 percent through 2015,¹ almost 20 percent of the brands in the study still do not sell online. Furthermore, less than two thirds of the brands without e-commerce provide links to third-party online retailers. Brands that are e-commerce enabled average 19 percent more visits per user.

Few brands meld the commerce and brand experience. Calvin Klein and Coach were the only brands to provide user reviews and product ratings at the time of data collection,² and only six percent of fashion brands offer live chat capability. On average, fashion brands that are e-commerce enabled sell in 20 countries, with the U.S. being the most popular followed by Western European nations, China, and Japan.

E-COMMERCE
% of Brands Selling Online in the Following Regions:
(June-August 2011)

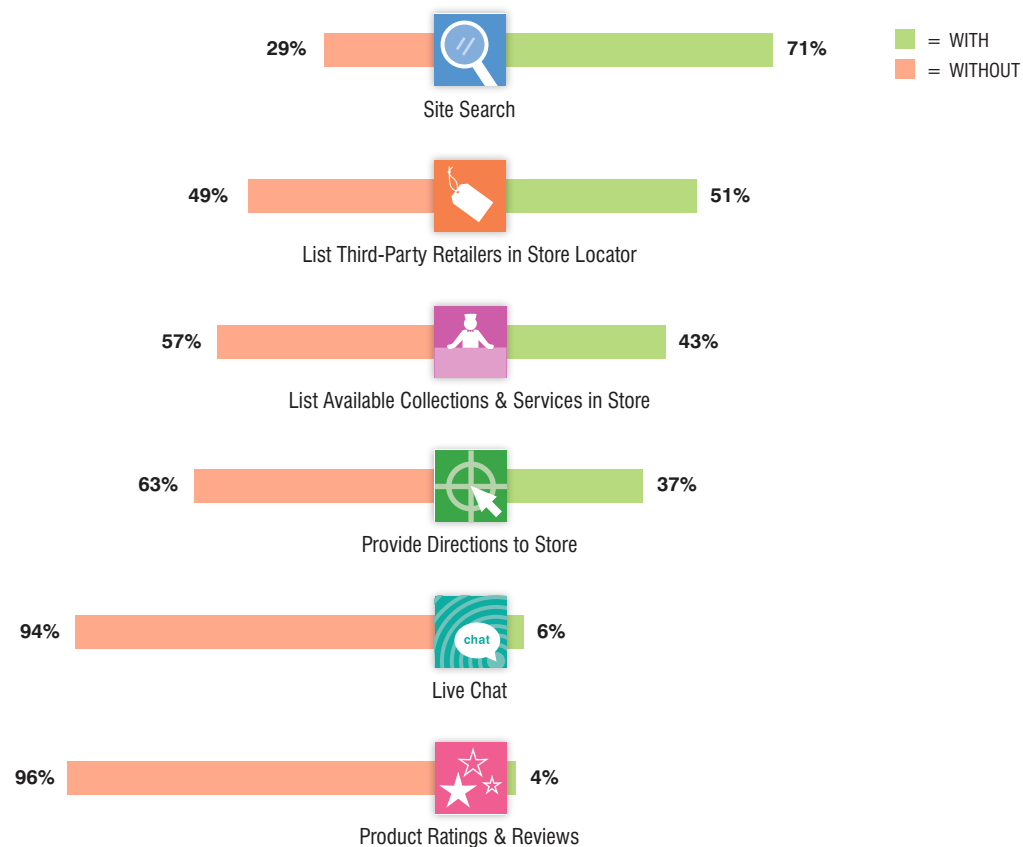


2. "Digital Luxury Experience," Fondazione Altgamma, September 2011.

CUSTOMER SERVICE

% of Brand Sites With and Without the Following Features:

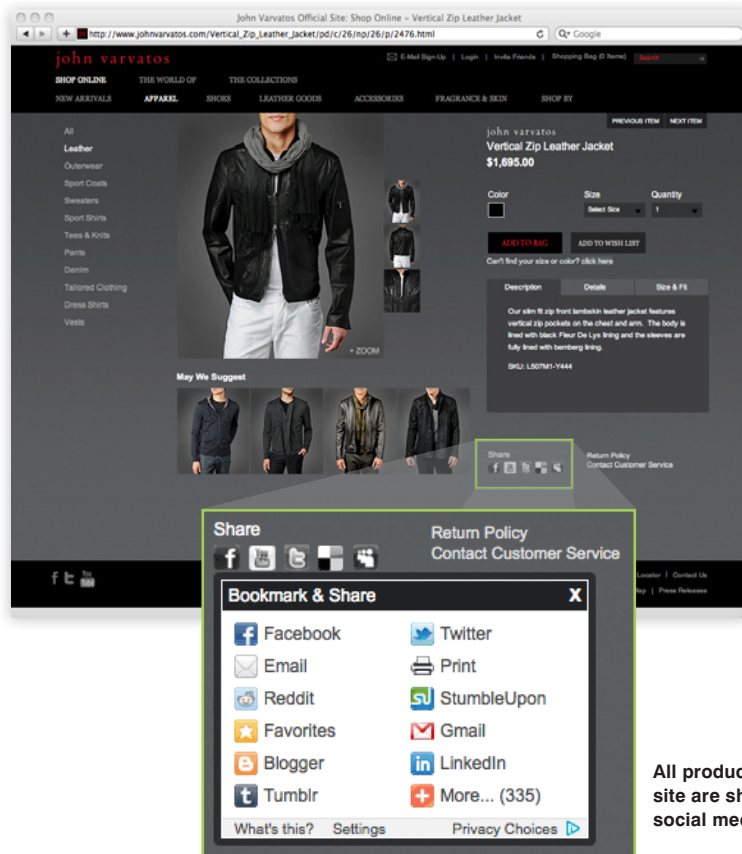
(August 2011)



KEY FINDINGS

Share and Share Alike

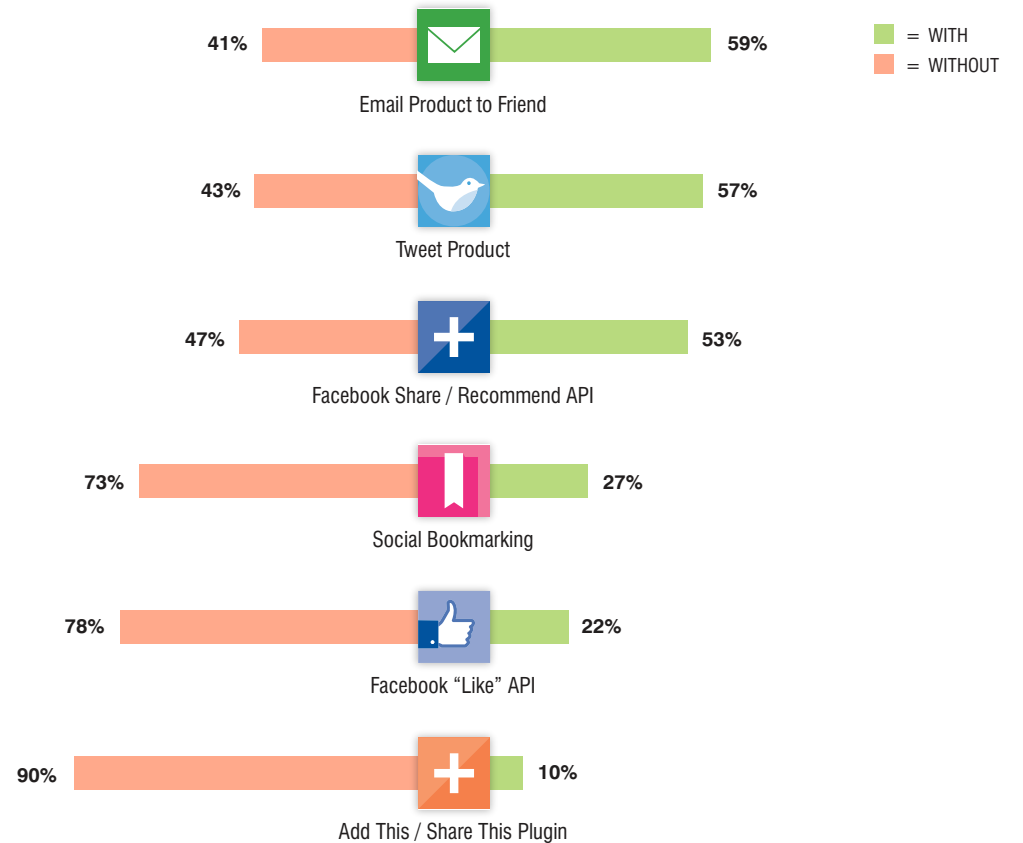
Fifty-seven percent of affluent consumers report that information gathered on social media influences their luxury purchases.³ However, just more than half of fashion brands have implemented sharing features on their product pages. Brands utilizing product social sharing registered more than double the traffic growth, year on year, than those that failed to incorporate sharing functionality.



All products on the John Varvatos site are sharable across multiple social media platforms

PRODUCT SHARING

% of Brands With and Without the Following Functionality on Product Pages:
(August 2011)



3. "The Fashionable Affluent," Unity Marketing, September 2011.

KEY FINDINGS

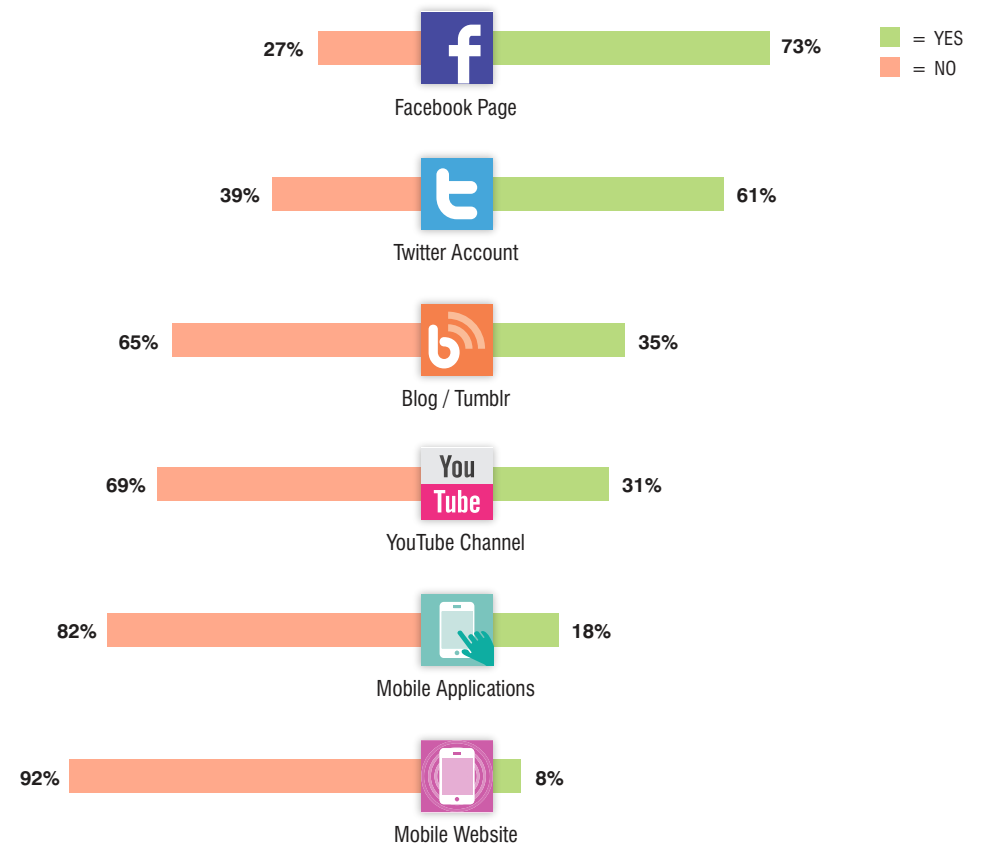
Traffic Patterns

Social media accounted for more than 14 percent of the traffic going to and coming from fashion brand sites. Eighty-nine percent of this traffic was from Facebook. A linear regression reveals that there is a 0.59 correlation between the amount of traffic brands generate from and to social media platforms and Digital IQ, suggesting the importance of a multiplatform digital presence. Still, there are significant missed opportunities to link to social platforms to/from the brand site.

SOCIAL MEDIA INTEGRATION

% of Brands That Link to the Following Platforms From Brand Site:

(August 2011)



KEY FINDINGS

Sold on Social

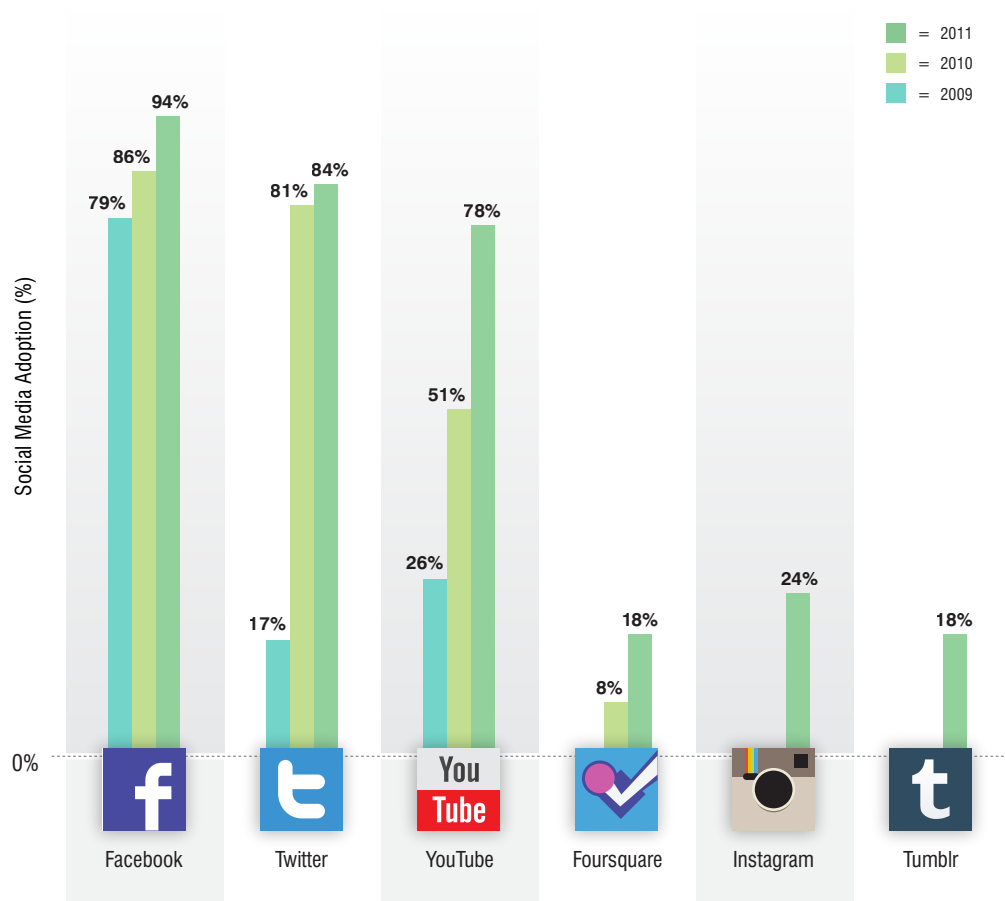
Social media adoption in Fashion has exploded since L2 released its first Digital IQ Index® in 2009. Even more impressive than the penetration on the big three platforms is the velocity of community growth. From 2010 to 2011 the Facebook communities of fashion brands grew an average of 256 percent (or 2,271 new fans/day), while Twitter followers grew 469 percent (324 new followers/day), suggesting a network effect—as brand communities get bigger, they grow faster.

Brands' use of Facebook advertising, sponsored tweets, and other paid tactics to acquire fans and followers has also increased dramatically, particularly as both platforms have refined their ad products. The cost of CPC advertising on Facebook has skyrocketed 74 percent since 2010. While up 25 percent year on year, brand channels on YouTube remain the least utilized social media platform.

Although some Fashion brands have been successful on YouTube, live-streaming their runway shows, it is repurposed broadcast media and/or celebrity-driven long form video that attracts views. Half of the most-viewed videos in fashion do not sit on an official brand channel.

SOCIAL MEDIA ADOPTION % of Brands Present on the Following Social Media Platforms:

(September 2009, 2010, 2011)

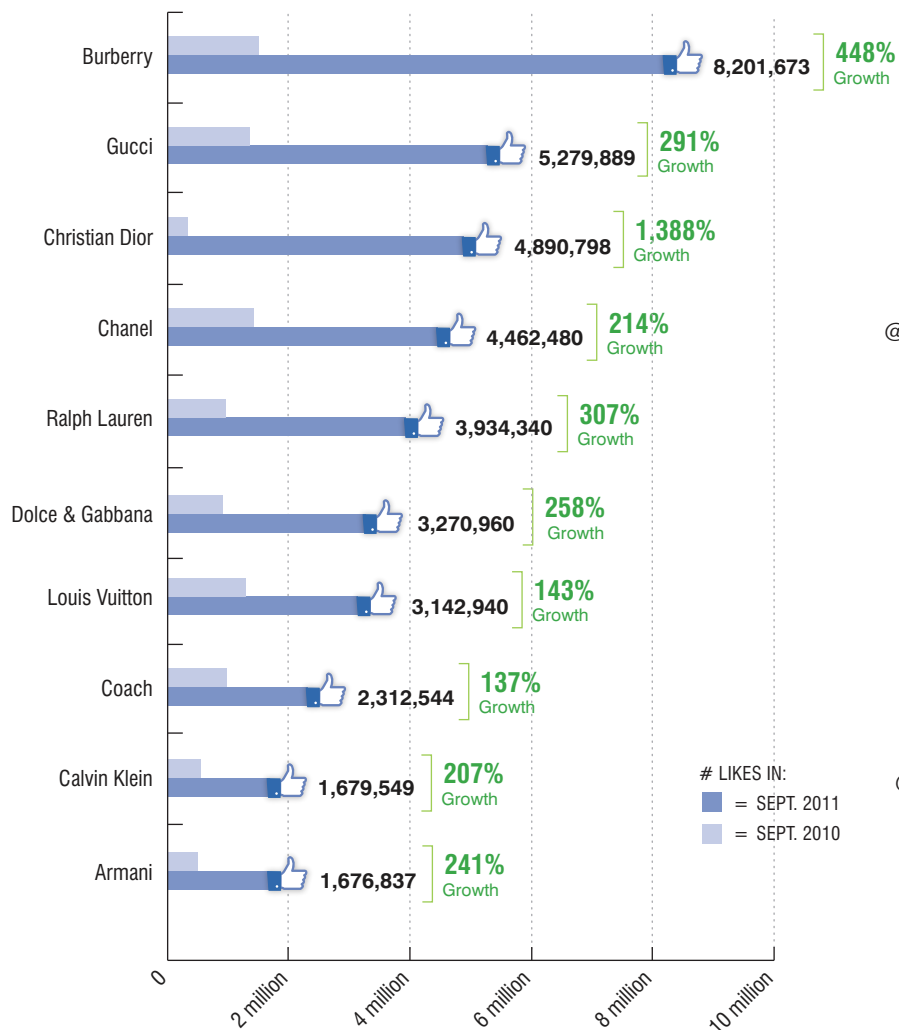


KEY FINDINGS



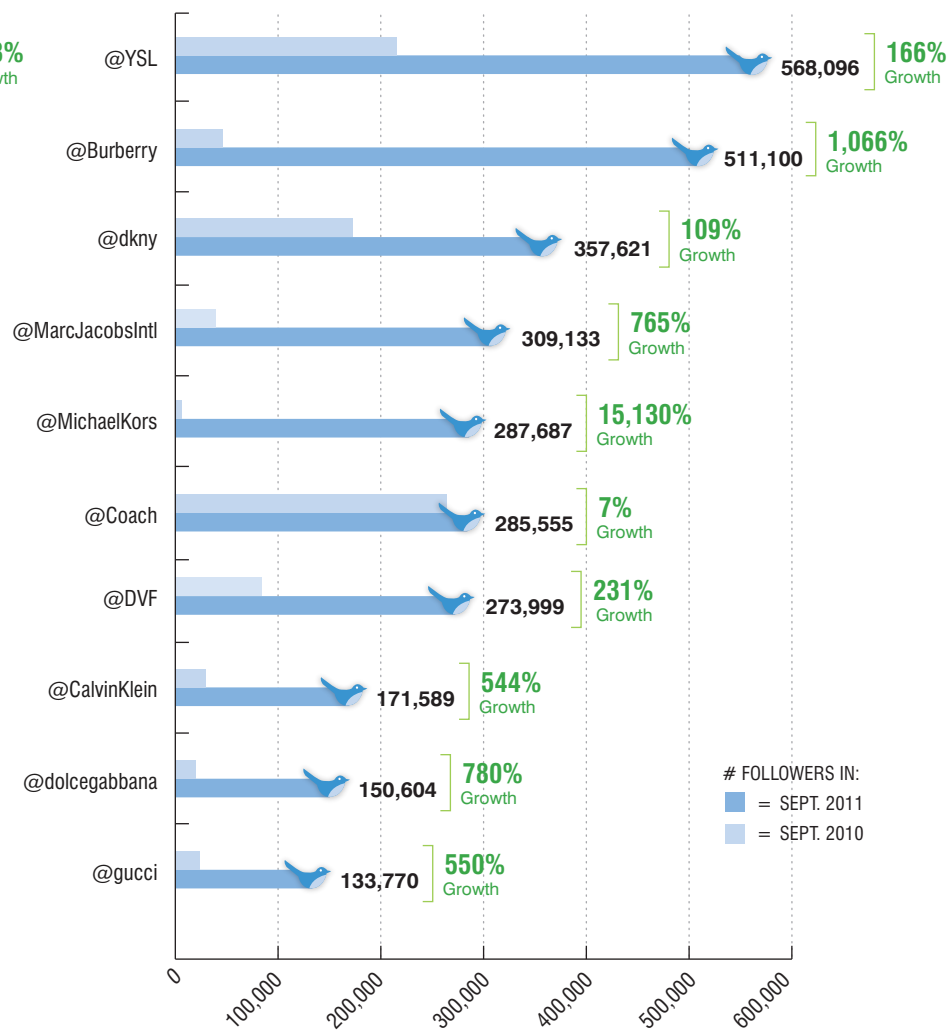
FACEBOOK FAN RACE

Top 10 Fashion Brands: Likes
(September 2010 vs. September 2011)



BEST IN TWEET

Top 10 Fashion Brands: Followers
(September 2010 vs. September 2011)



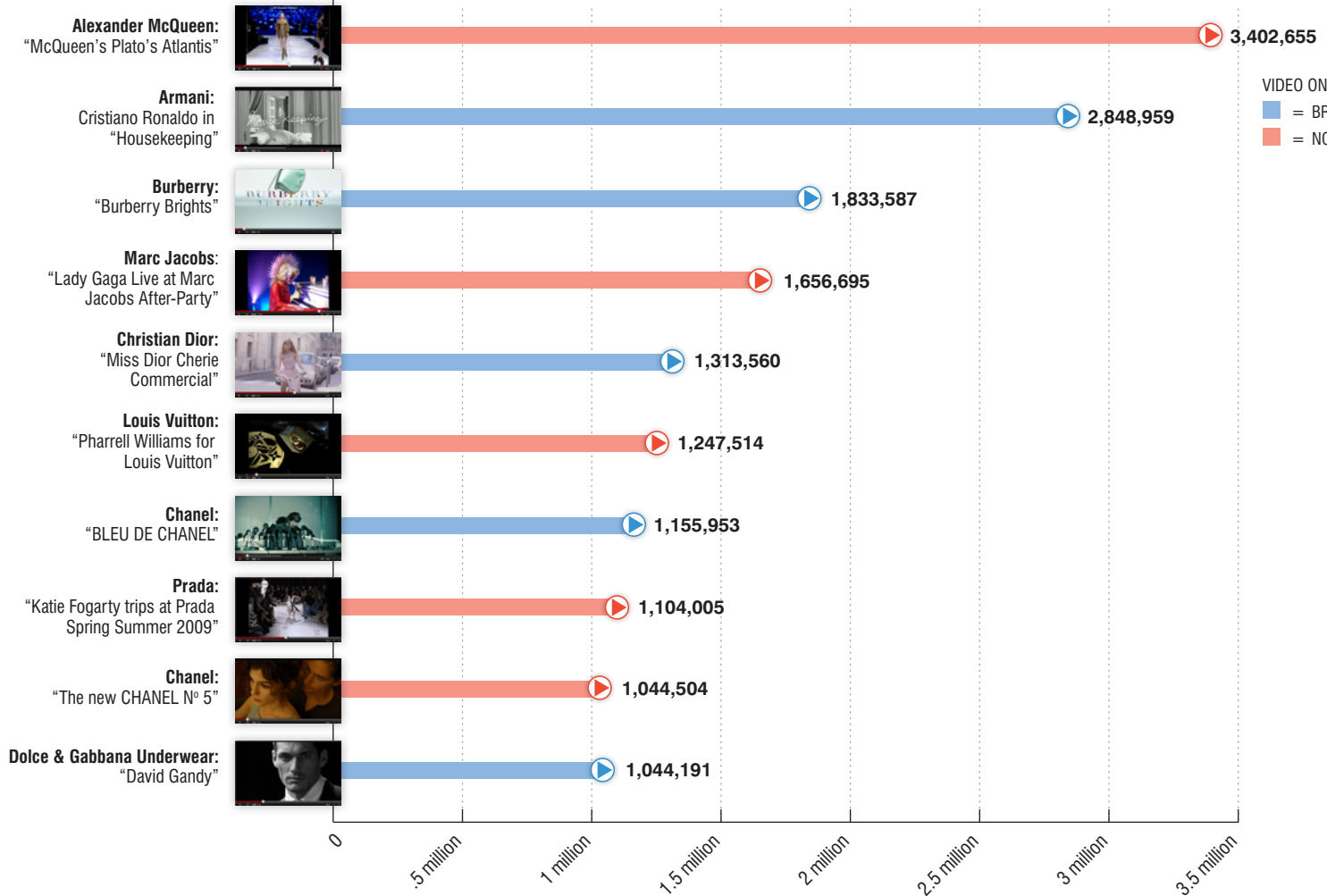
KEY FINDINGS

You
Tube

**TOP 10 YOUTUBE VIDEOS
ACROSS BRANDED & NON-BRANDED CHANNELS**

(August 2011)

Click to view videos:



VIDEO ON:
■ = BRAND CHANNEL
■ = NON-BRAND CHANNEL

KEY FINDINGS

Facebook: Overachievers & Underachievers

Comparing a brand's number of Facebook "likes" to the number of global monthly organic searches for its brand name on Google (a proxy for brand equity online) identifies Facebook overachievers and underachievers.

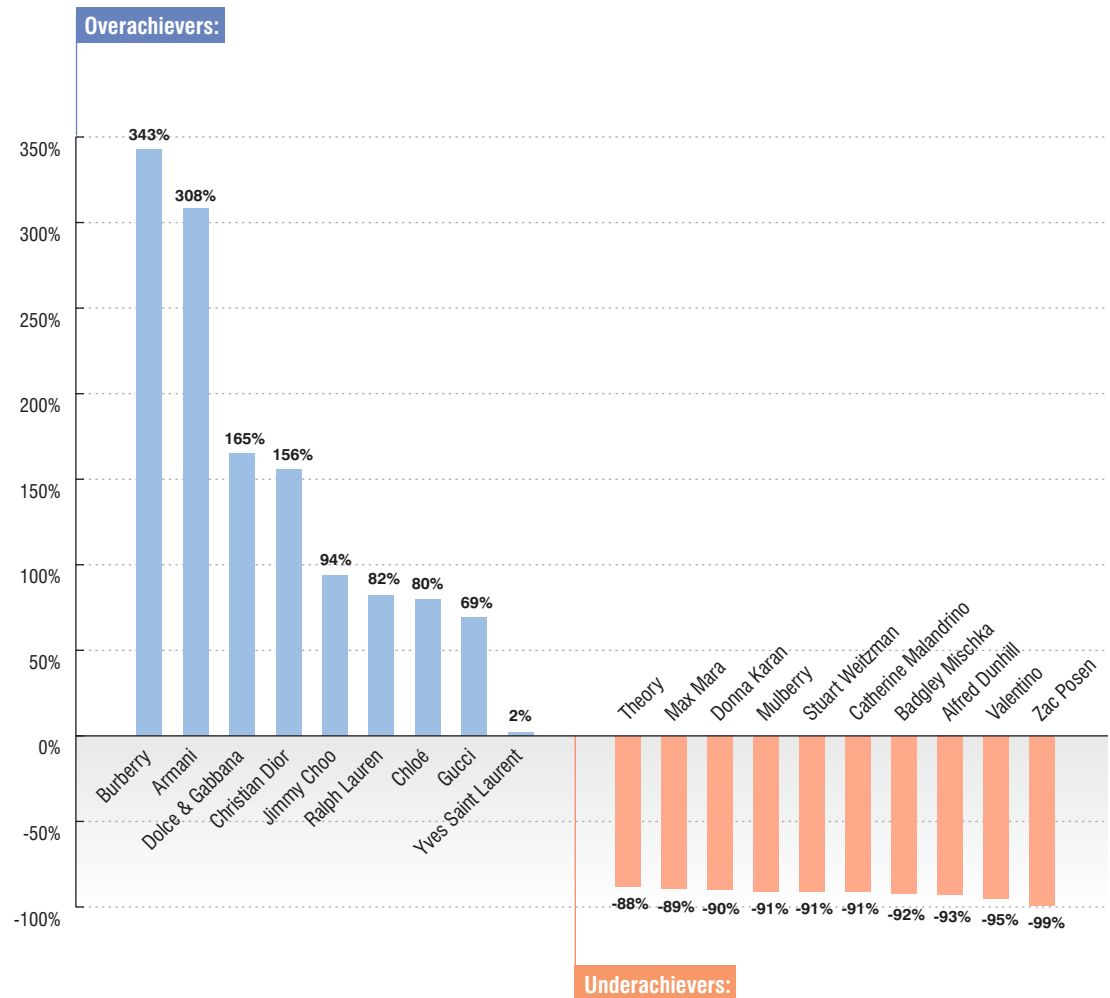
As was the case in 2010, Burberry leads all overachievers on Facebook. Until recently the brand did not respond to fans or allow fans to post on its wall. However, Burberry has seen engagement rates (percentage of brand fans interacting with brand posts) almost double since the Prestige 100®: Facebook IQ was released in June 2011. Overachievers Jimmy Choo and Chloé are two smaller brands punching above their weight class and deserve accolades for the size of their Facebook communities.

Seventy-seven percent of brands underachieved, suggesting that fashion brands overachieving on the platform are sucking the oxygen out of the room and possibly developing an insurmountable lead.



OVERACHIEVERS & UNDERACHIEVERS
Actual Facebook Fans vs. Predicted Facebook Fans
Based on Google Monthly Global Search Volume (Linear Regression)

(August 2011)



KEY FINDINGS

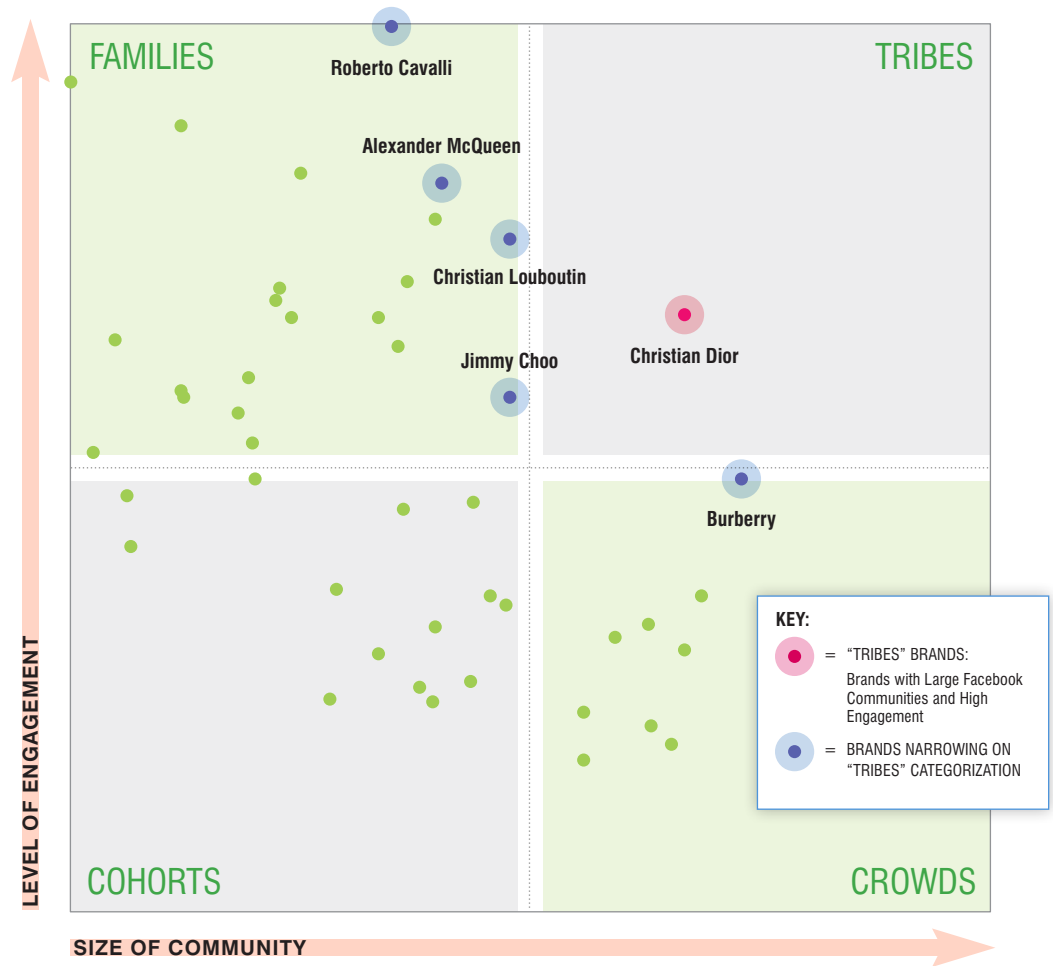
Size vs. Engagement

With brands in the Index averaging 1,048,277 likes, energy is beginning to shift from the race to acquire fans to the pursuit of conversions, engagement and loyalty.

Christian Dior has demonstrated the most impressive numbers on the Facebook platform. In mid-May the brand had over 700,000 likes on its Facebook page; by mid-September its Facebook community had exploded to five million. Even more impressive, the brand has maintained a high level of engagement on its Facebook page. Dior is the only brand to achieve the elusive "Tribe" status on Facebook, with an average interaction rate of 0.14 percent.



FACEBOOK COMMUNITY SIZE vs. ENGAGEMENT RATES
U.S. & Global Facebook 'Likes,' Excluding Pages With < 1000 Fans
(N=45, August 2011)



Note: Horizontal axis (Size of Community) is graphed on a logarithmic scale.

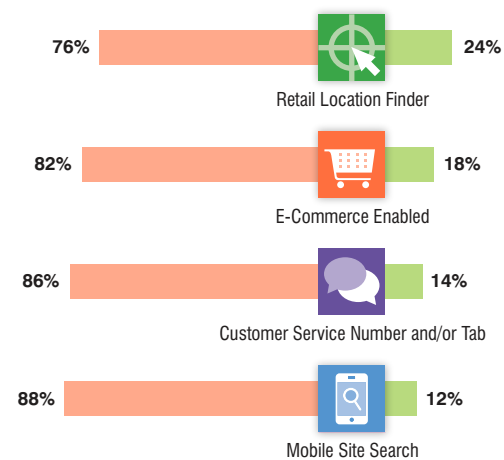
KEY FINDINGS

Mobile De-Optimized

Although 40 percent of affluent consumers access the Internet daily through a smartphone,⁴ only 18 percent of brands maintain an m-commerce site. The percentage of fashion brands with m-commerce for the iPhone actually declined year on year. Ermenegildo Zegna's Virtual Store iPad app, launched in June, is the only commerce-enabled offering created specifically for the iPad. Many of the mobile applications in the fashion space are legacy investments in the iPhone platform and continue to lack utility or stickiness. Mobile site development is on a similar trajectory, and the majority of mobile sites in fashion lack retail locators, customer service, and site search.

MOBILE SITE FUNCTIONALITY

% of Brands With or Without the Following Features:
(June-August 2011)

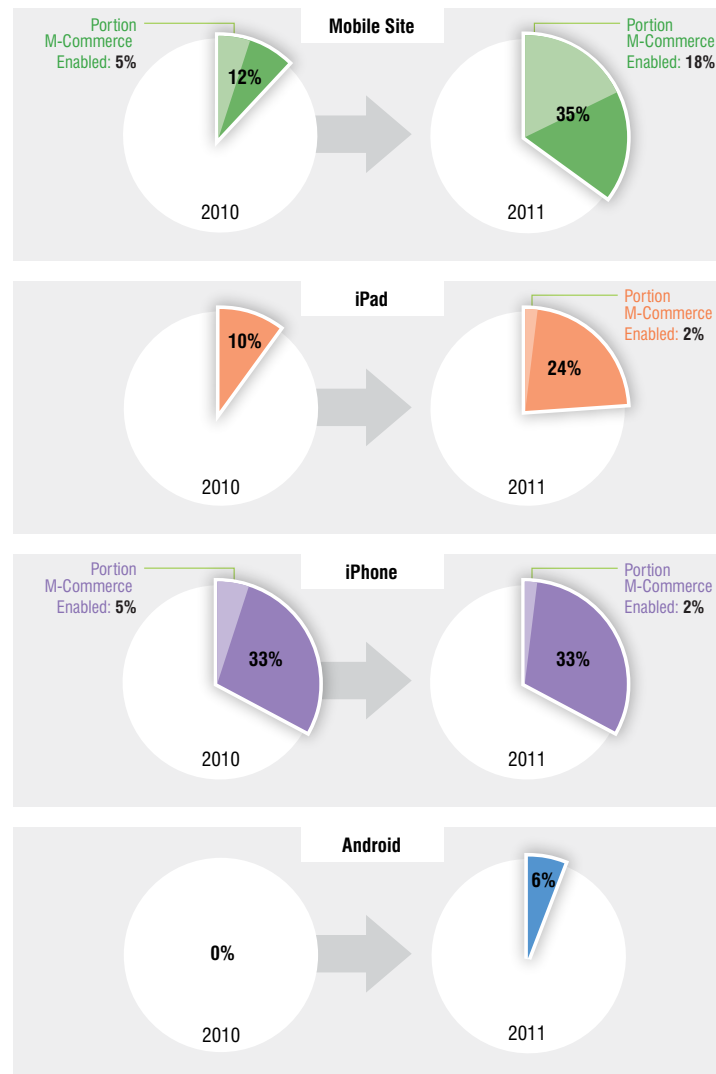


4. eMarketer, April 13, 2011.



MOBILE ADOPTION RATES ACROSS PLATFORMS

% of Brands on the Following Mobile Platforms
(2010 vs. 2011)



KEY FINDINGS

Geo-Dislocation

Nine of the 49 brands in the study have Foursquare accounts, up from four in 2010. It is not surprising that those brands active on the platform experience three times more check-ins to their New York City locations. Although some brands, including geolocal leader Louis Vuitton, which launched its Amble app buttress the Foursquare platform, check-in volume and overall followers continue to underwhelm. Foursquare reports more than three million check-ins daily on the platform, but the nine brands in the study with accounts average just 25,000 followers.



Louis Vuitton has the largest Foursquare following at 151,000 and has registered a 489 percent growth year-on-year

Capturing and sharing memories while interacting with other Amblers, some of whom are celebrities offering information on their favorite global spots

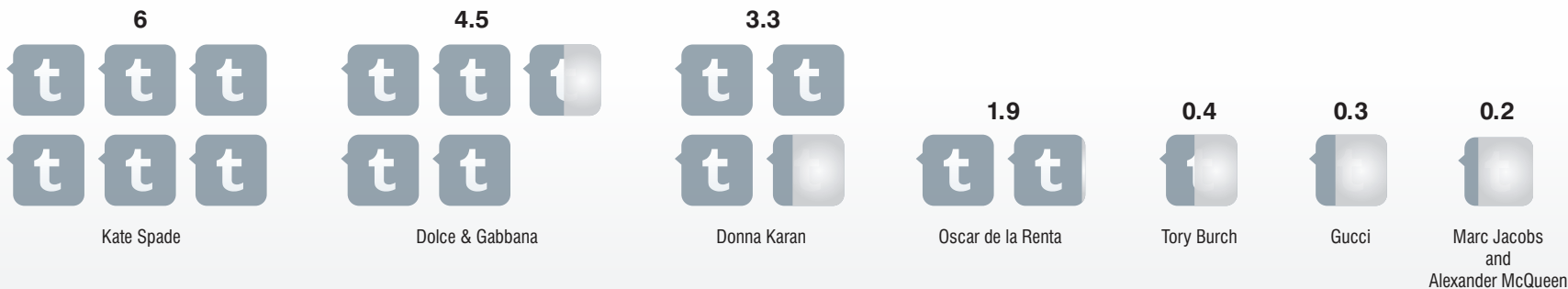
KEY FINDINGS

Tumble Forward

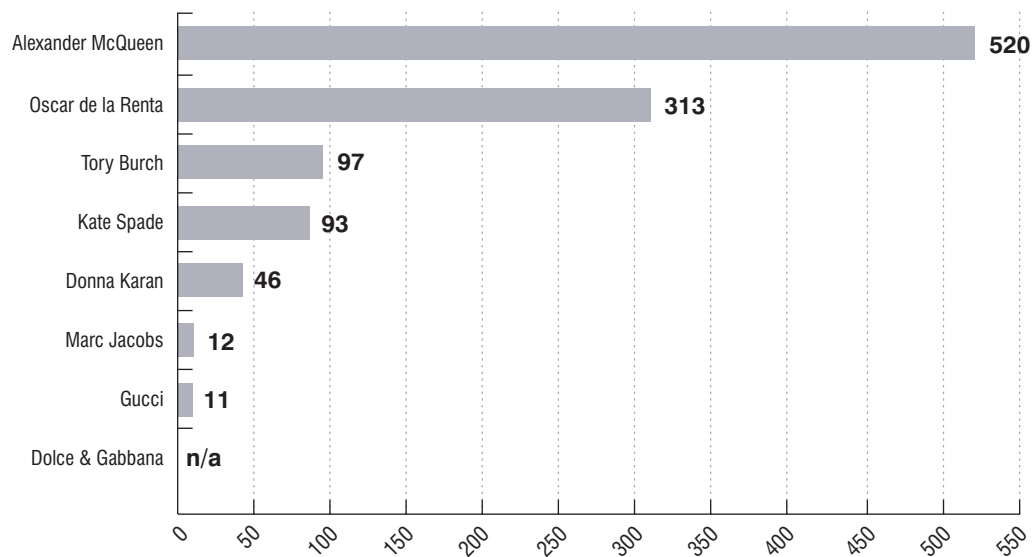
Eight brands in the Index are on Tumblr, including early adopters Kate Spade, Oscar de la Renta, and Donna Karan. Analytics are limited, but many fashion brands on the platform have anecdotally commented on the high engagement rates relative to other social media platforms, and Tumblr has been proactive in its outreach to many of the fashion bloggers the brands court. Across the brands in the Index, Alexander McQueen and Oscar de la Renta lead in terms of number of reblogs, averaging 520 and 313 per post respectively



AVERAGE TUMBLR POSTS PER WEEK
(August 2011)



AVERAGE NOTES PER POST
(August 2011)



KEY FINDINGS

Instagram: The Next Big Thing?

Photo-sharing and filtering app Instagram has taken the fashion world by storm. Most fashion brands use Instagram to provide a sneak peak into runway shows, photo shoots, and other events. Available exclusively for the iPhone, Instagram reports almost 10 million users.⁵ More than 20 percent of the brands in the Index are using the app, with Burberry leading the way with almost 85,000 followers (nearly one percent of all Instagram users follow the brand).



INSTAGRAM: NUMBER OF PHOTOS
(September 2011)

348



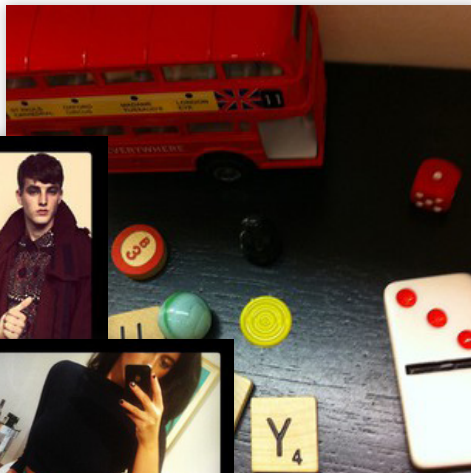
Burberry

191



Oscar de la Renta

591



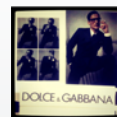
Kate Spade

31



Marc Jacobs

23



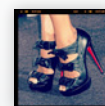
Dolce & Gabbana

20



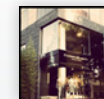
Louis Vuitton

19



Christian Louboutin

17



Donna Karan

15



Gucci

10



Michael Kors

10



Theory

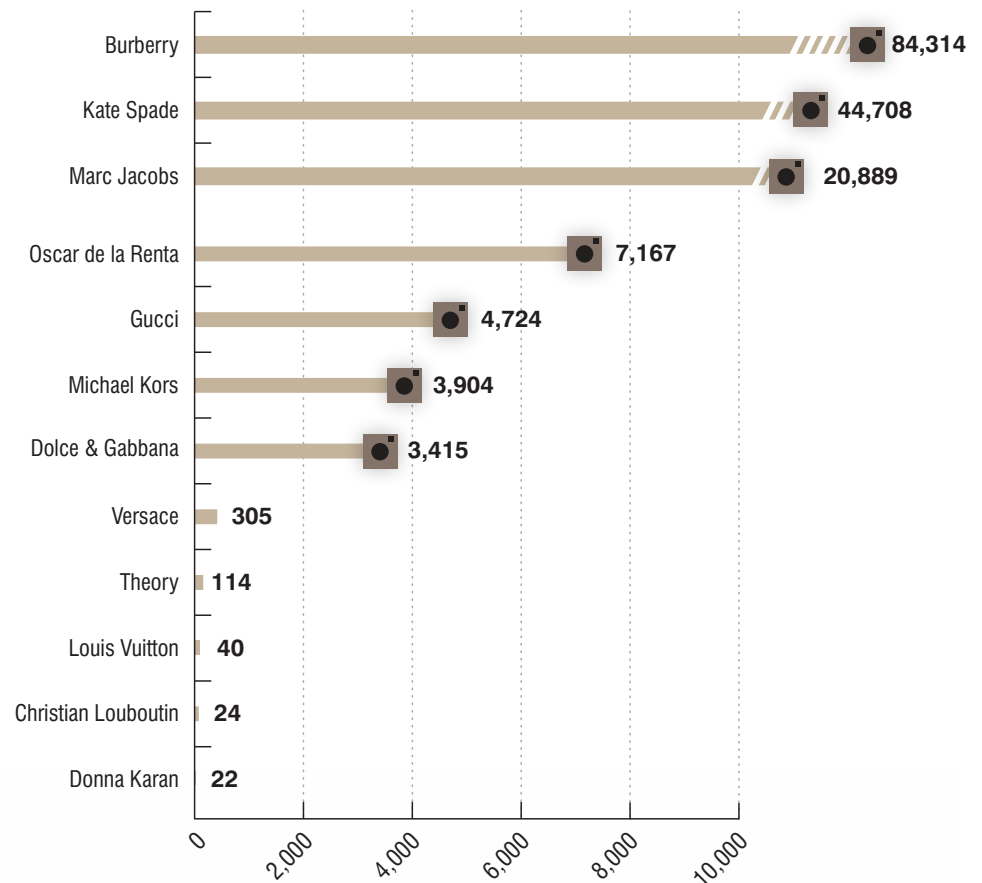
3



Versace



INSTAGRAM FOLLOWERS
(September 2011)



5. "Fiery Hot Startup Instagram Hits Version 2.0, Nears 10 Million Users," Ellis Hamburger, September 20, 2011.

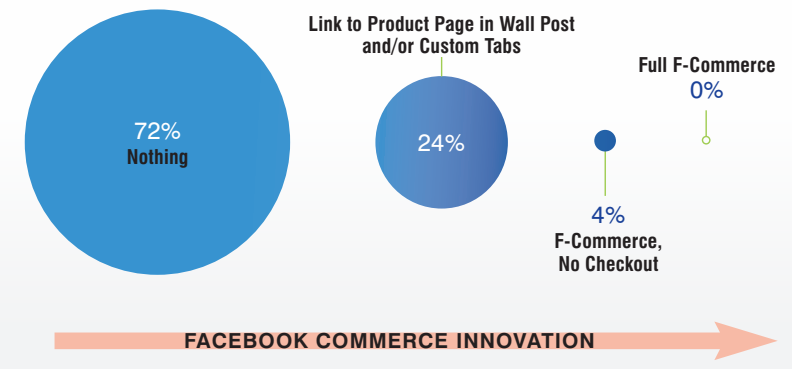
FLASH OF GENIUS

F-COMMERCE TRENDSETTERS

Experimentation with Facebook commerce (F-commerce) is still nascent in Fashion. Although more than 80 percent of the brands are e-commerce enabled, just three offer partial F-commerce with checkout on the brand site. Furthermore, only 24 percent of brands link to specific products through wall posts or custom tabs. No brand is hosting commerce entirely contained within the Facebook platform.

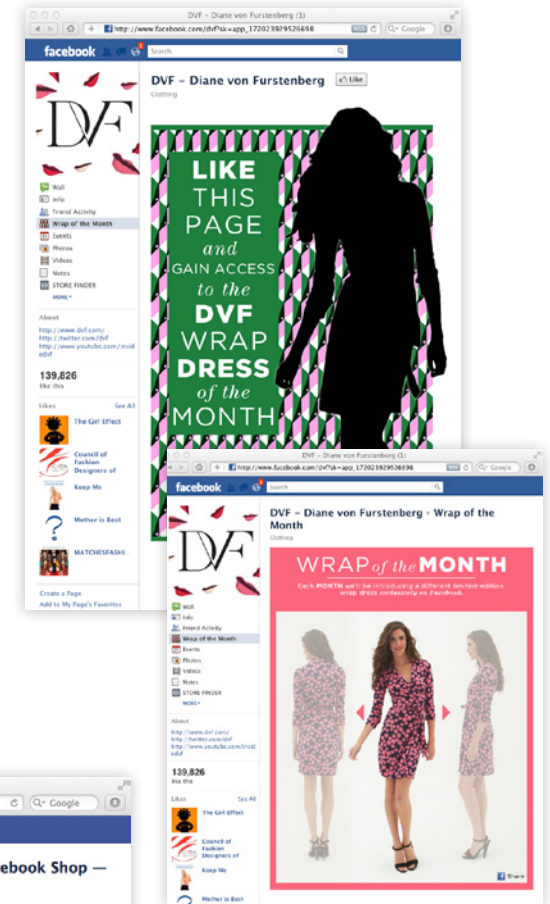
Tory Burch's Facebook store provides a fan-exclusive shopping experience, where users can browse a wide selection of inventory, add products to their shopping cart, and complete the transaction on the designer's web page. Dian von Furstenberg extends her limited-edition wrap-of-the-month program by offering a Facebook-exclusive dress available only to fans. Longchamp's Le Pliage® application allows fans in nearly 20 countries to customize their own bag on Facebook. As with Tory Burch, the user is directed to the brand's site for checkout.

F-COMMERCE SOPHISTICATION
% of Brands Employing the Following Tools on Facebook:
(August 2011)

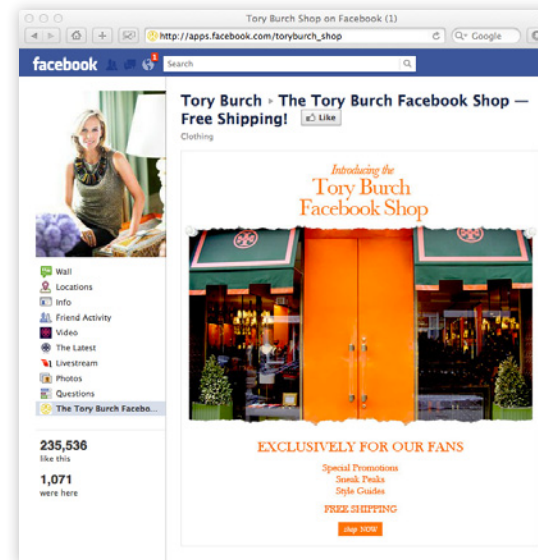


LONGCHAMP
PARIS

From customization to commerce



DVF
Rewarding fans with exclusivity



TORY BURCH
Best-in-class experience

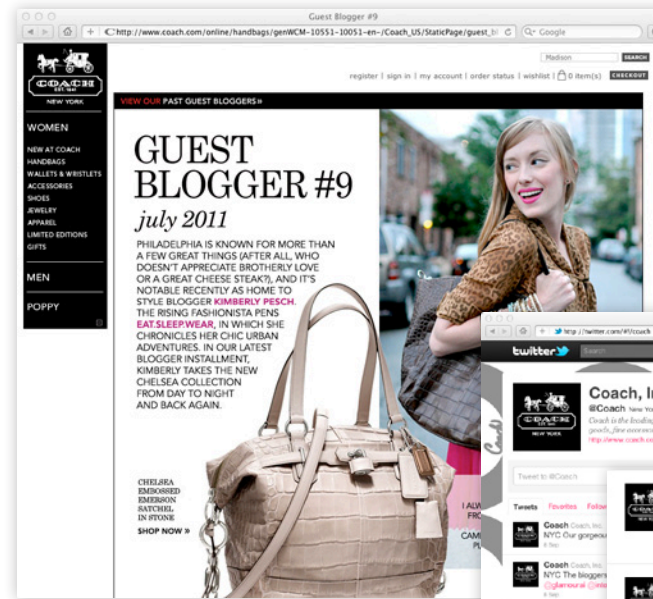
FLASH OF GENIUS

COURTING BLOGGERS

Coach and Donna Karan have been at the forefront of investing in relationships with bloggers. Legacy programs, including Holiday Blog-A-Day (December 2009) and the Poppy Project (August 2010), demonstrate Coach's long-standing partnership with these digital influencers. Ongoing projects include monthly appearances by guest bloggers on the brand's site and leveraging these style journalists during product launches, such as the recent 1973 Duffle Bag reintroduction. In conjunction with Fashion's Night Out in September, Coach commissioned seven top fashion bloggers to style themselves with the bag, later featured in a limited edition broadsheet at the FNO event and online.

Donna Karan elicited the support of top fashion bloggers to extend the shelf life of its 2009 "Cozy" cardigan, which has its own award-winning mobile app. In December 2010, the brand hosted a Cozy Style-Off in its flagship store, challenging bloggers to create novel looks using the diversified sweater. The looks were published on the DKNY Facebook page, where fans and the bloggers' followers could vote for their favorite look. Most recently, the brand joined forces with bloggers to capture their Cozy creations. Using the Pose mobile application and Instagram, the photos were then shared on Facebook, Tumblr, and Twitter under the #DKNYCozyLV hashtag.

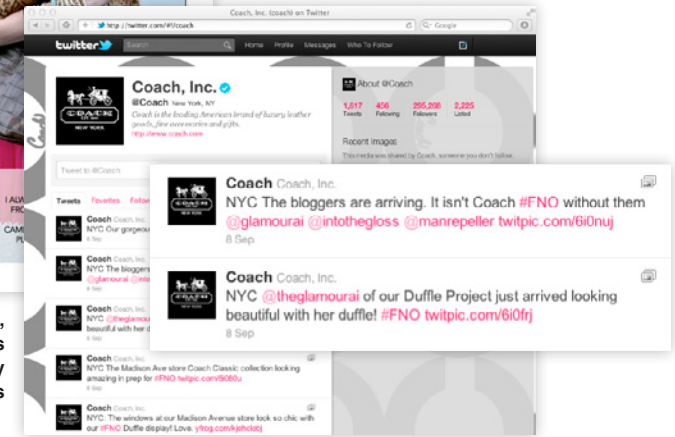
In April 2011, DKNY partnered with *Style Republic Magazine* and tapped into its pool of influential style mavens



Coach celebrated its featured bloggers, the main attraction at the brand's Fashion's Night Out event in New York, by promoting them on social media platforms

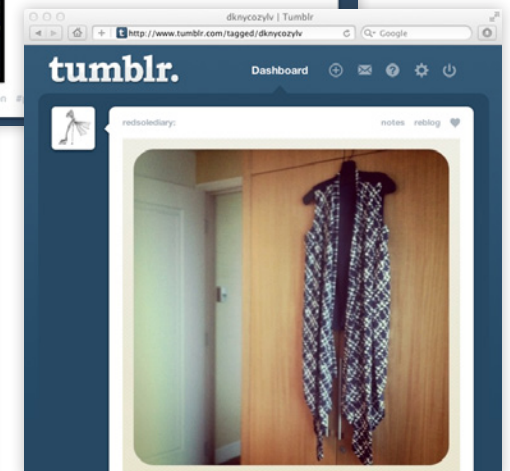
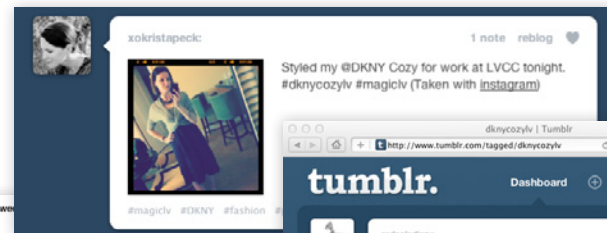
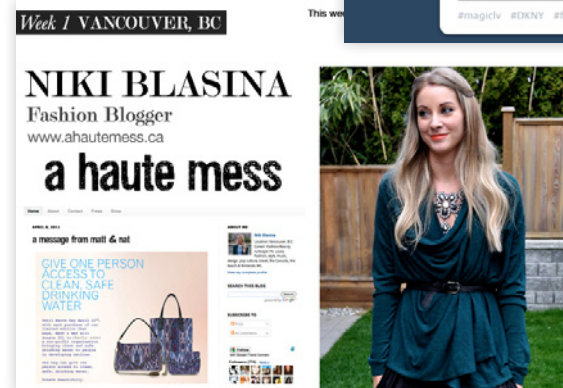
COACH

Guest bloggers are asked to contribute to site content on a regular basis, while shoppable links connect recommendations with online commerce



DKNY

Bloggers are eager to share their looks and opinions



FLASH OF GENIUS

RALPH LAUREN
BRAND-TURNED-PUBLISHER

In September, Ralph Lauren became the first brand to buy the entire advertising inventory of the New York Times iPad app. The sponsorship included rich media ad displays and provided app users with access to five content sections typically held behind the publisher's pay wall. The in-demand app has registered more than 2.5 million downloads and boasts 850,000 unique monthly users,⁶ providing Ralph Lauren with a platform to deliver content, including RL Magazine and a live stream of the brand's runway show.

Mobile ads continue to outperform, achieving 0.61 percent click-through rates, compared with 0.07 percent for standard banner display ads on desktops and laptops.⁷ Ads on iOS platforms receive double the engagement of other mobile platforms.

Cross-Platform:
Driving 4MM fans to participate in the iPad experience



Branded content in the form of an online magazine blurs the lines between advertising and publishing

6. "NYT Sells Its First Sole-Sponsorship Of iPad App To Ralph Lauren," David Kaplan, Paidcontent.org, August 31, 2011.

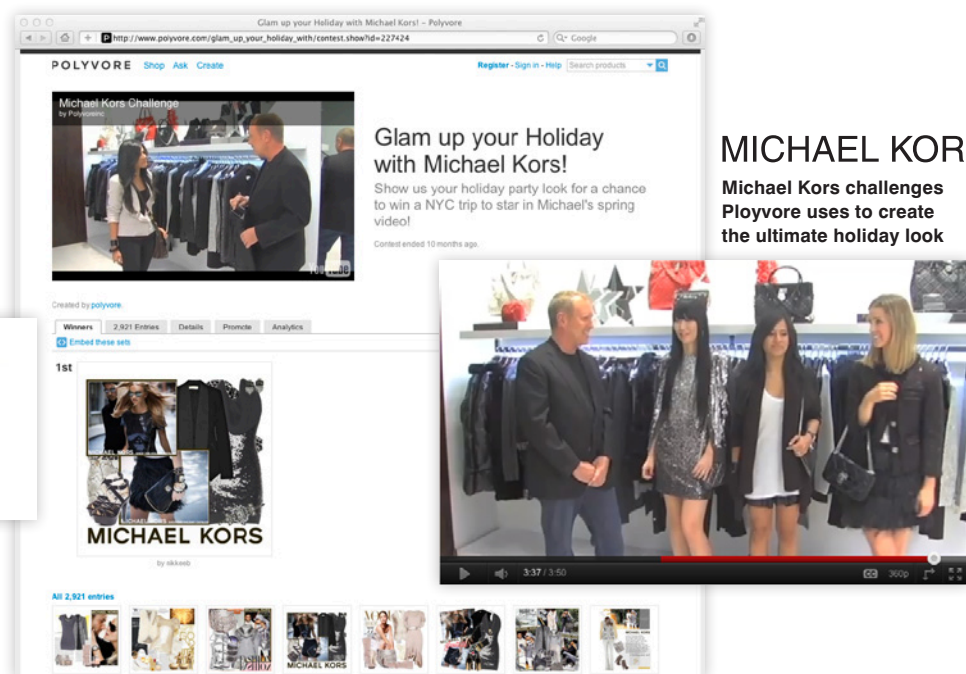
7. "Mobile Ad Click-Through Rate Twice As High for iPhone, iPad Users," Marissa McNaughton, The Relatime Report, July 8, 2011.

FLASH OF GENIUS

POLYVORE GLAM

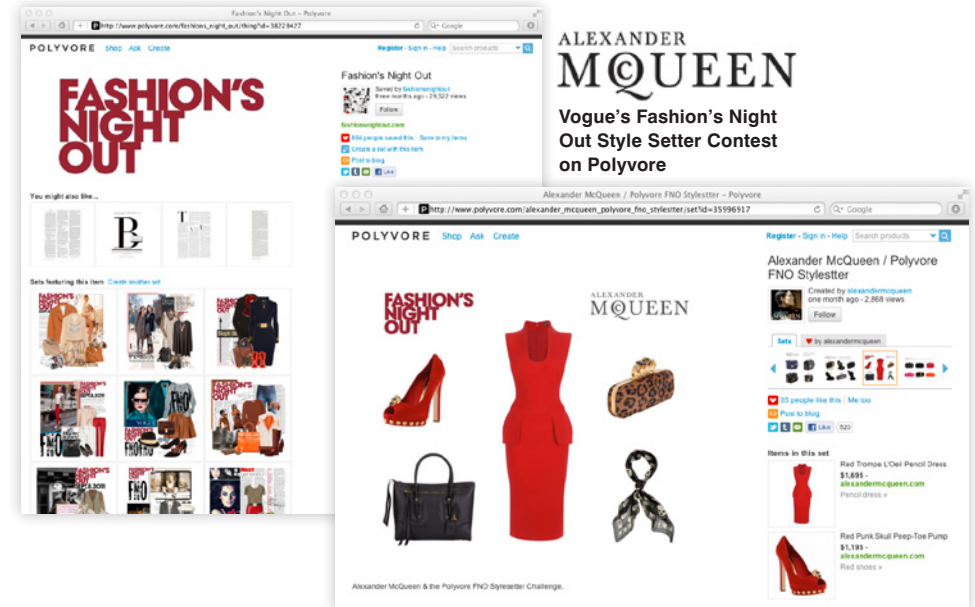
Twenty-two percent of the brands have an account on Polyvore, although only five of the 11 are active. Recent Polyvore initiatives include Alexander McQueen's contribution to Vogue's Fashion's Night Out Style Setter Contest. Participants were encouraged to create a collage inspired by FNO. Judges included *Vogue* creative director Grace Coddington and celebrities like Blake Lively and Alexander Wang. Contest winners received a trip to New York for a photo shoot and a tour of the *Vogue* offices, complete with a visit to the coveted *Vogue* fashion closet.⁸ Already active on Polyvore, McQueen received more than 2,800 views of the brand's specially created FNO set.

Brands have also been leveraging the platform to promote their own contests. Last winter, Michael Kors challenged the 10 million monthly Polyvore users⁹ to create the ultimate holiday look. Paired with a YouTube video, the contest received more than 280,000 impressions, 46,391 likes and a total of 2,921 created sets. Overall, the designer boasts 1.4 million impressions on this platform. Top-notch analytics on Polyvore allow brands to measure the success of their programs.



Want to know more about your brand's ranking?

[CONTACT US](#)



8. "FNO and Polyvore: Ready, Set, Make a Set—and Win."

9. "Polyvore Is Now Profitable And It's Demolishing Style.com." Alyson Shontell, Business Insider, June 10, 2011.

9. <http://www.polyvore.com/cgi/contest.show?id=227424&type=stats>

FLASH OF GENIUS

LIVE STREAMS

The practice of live-streaming runway shows continued to gain momentum this season, and more than 50 collections could be seen online during New York Fashion Week, with countless more shows from London, Paris, and Milan.

Oscar de la Renta added a new dimension to the experience by incorporating real-time crowd-sourcing into its Spring 2012 show. Fashion show attendees and home viewers were encouraged, through Facebook, Twitter, and Tumblr, to take photos and upload them to odrlive.tumblr.com with the #odrlive hashtag. A mosaic of these pictures served as the backdrop leading up to and throughout the live stream, providing unique vantage points for viewing the show. More than 2,600 tweets featured the #odrlive hashtag, and the brand instantly saw boosts in its number of Facebook fans and Twitter and Instagram followers. Oscar de la Renta was one of the first Fashion brands on Tumblr and continues to work the platform to cost-effectively provide interactive experiences for its fans.

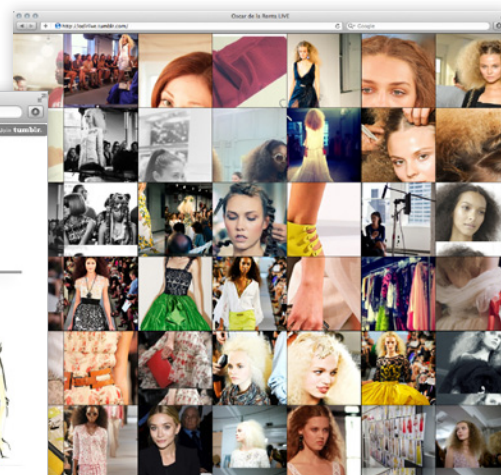
Burberry opted to use the Twitter platform for its Fashion Week agora. In addition to live streaming on Facebook and YouTube, the brand tweeted runway looks from its S/S12 show seconds before they debuted on the catwalk. Guest tweeters took over Burberry's Twitter accounts across the globe and the brand trended worldwide.



Burberry's Tweetwalk ascended to number two on Twitter's global trending charts

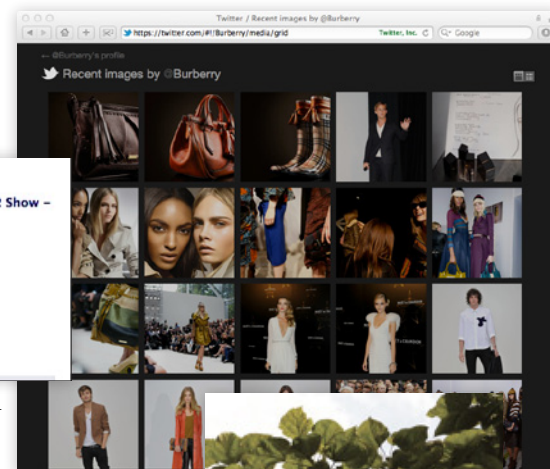
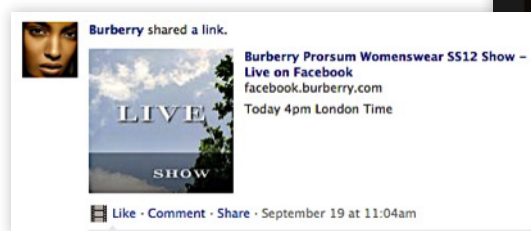
Want to know more about your brand's ranking?
CONTACT US

User-generated content inspired backdrop



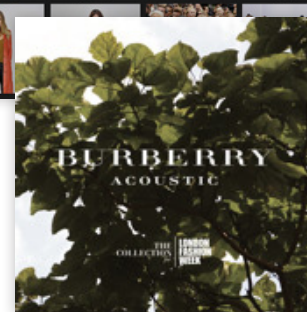
Oscar de la Renta
OscarPRGirl continues to drive the brand's digital innovation nabbing the number one spot for best Tumblr in the study

The tweeted looks could be seen live in a special image gallery, receiving 50,000 views within 30 minutes of the show according to Mashable



BURBERRY
The live show could be accessed through Facebook, YouTube, and the brand's website, as well as viewed at more than 40 retail locations worldwide

Extending the ambience, fans could also download the runway soundtrack from iTunes



FLASH OF GENIUS

DOLCE & GABBANA

DIGITAL WORLD

Dolce & Gabbana relaunched its site July 13, 2011 and its Mandarin version on August 8 (8/8)—lucky in China. Boasting free shipping to 33 countries, shopping in seven languages, and extensive inventory from its men's and women's collections, the brand site strikes the right balance of commerce and content.

The brand experience is extended across multiple mobile and social media platforms. The brand registers in the Facebook top 10 with more than 3.2 million fans, and now has nearly 160,000 Twitter followers, a vibrant Tumblr blog, a Russian Twitter handle, and Chinese social media presence. Dolce & Gabbana's Facebook page pays homage to its 20-plus web, social, and mobile initiatives. The D&G Fashion Channel mobile app, which integrates content from Facebook, Twitter, and the brand's online fashion magazine, *Swide*, has more than 2,600 ratings in the U.S. iTunes store.

As the first luxury brand to have a mobile website (2004), the first to live stream a fashion show (2005), and the first to live stream a fashion show via mobile (2009), Dolce & Gabbana continues to extend its track record of digital innovation.



Twitter, Facebook, and YouTube live streams decorate the brand's landing page and exemplify Dolce & Gabbana's relentless dedication to cross-platform integration

TEAM

SCOTT GALLOWAY

*Clinical Professor of Marketing, NYU Stern
Founder, L2*

Scott is a Clinical Associate Professor at the NYU Stern School of Business where he teaches brand strategy and luxury marketing and is the founder of L2, a think tank for prestige brands. Scott is also the founder of Firebrand Partners, an operational activist firm that has invested more than \$1 billion in U.S. consumer and media companies. In 1997, he founded Red Envelope, an Internet-based branded consumer gift retailer. In 1992, Scott founded Prophet, a brand strategy consultancy that employs more than 120 professionals in the United States, Europe, and Asia. Scott was elected to the World Economic Forum's "Global Leaders of Tomorrow," which recognizes 100 individuals under the age of 40 "whose accomplishments have had impact on a global level."

Scott has served on the boards of directors of Eddie Bauer (Nasdaq: EBHI), The New York Times Company (NYSE: NYT), Gateway Computer, eco-America, and UC Berkeley's Haas School of Business. He received a B.A. from UCLA and an M.B.A. from UC Berkeley.

MAUREEN MULLEN

L2

Maureen leads L2's Research and Advisory Practice where she helped developed the Digital IQ Index®. She has benchmarked digital marketing, e-commerce, and social media efforts of more than 300 brands across Luxury, Specialty Retail, Beauty, and the Public Sector. Maureen also has led digital strategy consulting engagements for a variety of Fortune 1000 clients. Before joining L2, Maureen was with Triage Consulting Group and led managed-care payment review and payment benchmarking projects for hospitals, including UCLA Medical Center, UCSF, and HCA. Maureen has a B.A. in Human Biology from Stanford University and an M.B.A. from NYU Stern.

DANIELLA CAPLAN

L2

Daniella is a Research and Advisory Associate at L2 where she leads several Digital IQ Index® reports. Starting her career as a marketing communications manager for a leading global defense contractor, she directed the company's creative programs and the rebranding of newly acquired divisions. She was later hired to lead public relations for the Israeli Consulate in Boston and guided the local implementation of the country's nation-branding efforts while spearheading the consulate's social media integration. Daniella

received a B.A. in Politics with International Studies from Warwick University (U.K.) and an M.S. in Integrated Marketing from NYU.

R. DANIELLE BAILEY

L2

Danielle began her career at The Home Depot, Inc. where she led a variety of internal consulting engagements focused on supply chain, merchandising, and in-store process improvement. She went on to manage the implementation of award-winning mobile initiatives for several large media clients, including The New York Times Company, NBC Universal, Disney/ABC, *Maxim* magazine, and Zagat. While at L2 she has benchmarked the digital competence of brands spanning the Specialty Retail, Public Sector, Pharma, Wine & Spirits, Travel, and Financial Services industries. Danielle has a B.S. in Systems Engineering from the University of Virginia and an M.B.A. from NYU Stern.

CHRISTINE PATTON

Creative Director, L2

Christine is a brand and marketing consultant with more than 15 years of experience creating brand identities and marketing communications for aspirational and luxury brands. As creative director of L2, she leads the translation of the L2 brand across all touchpoints, with a particular focus on the visual packaging of L2's research. She began her career at Cosí, where she developed the brand and oversaw its evolution from concept through growth to 100 restaurants. Since then she has provided creative direction for a wide array of clients, including the launch of Kidville and *CosmoGIRL!* magazine. Christine received a B.A. in Economics and Journalism from the University of Connecticut and an M.B.A. from NYU Stern.

JESSICA BRAGA

L2

Jessica, a freelance art director, specializes in identity, iconography, event graphics, and invitations. She began her career in fashion, designing textiles and prints at Elie Tahari's design studio in New York City. She then focused on the Elie Tahari brand aesthetic and consistency in design across its many developing disciplines. She went on to become the art director of a small, prestigious design firm in Chelsea, where she focused on event graphics, digital and print collateral, and brand aesthetics for companies both large and small. Jessica has a B.F.A. in Graphic Design and an A.A.S. in Illustration from Rochester Institute of Technology.

CINDY GALLOP

*Brand Translation Expert
Founder & CEO, If We Ran the World*

Cindy Gallop's background is brand building, marketing, and advertising—she started up the U.S. office of ad agency Bartle Bogle Hegarty in New York in 1998 and in 2003 was named Advertising Woman of the Year. She is the founder and CEO of www.IfWeRanTheWorld.com, a web-meets-world platform designed to turn good intentions into action one microaction at a time, which launched in beta with a demo at TED 2010, and of www.makelovenotporn.com, launched at TED 2009. She acts as board adviser to a number of tech startups and consults, specifically for brands and clients who want to change the game in their particular sector. She describes her consultancy approach as "I like to blow shit up. I am the Michael Bay of business."

Cindy works with luxury brands to radically innovate, transform, reinvent, and redesign business strategy, brand positioning, and marketing/communications programs, including conceptualizing new brands/products from scratch. She has a reputation as a compelling and inspirational speaker appearing at conferences and events around the world on a variety of topics, and recently published *Make Love Not Porn: Technology's Hardcore Impact on Human Behavior*, one of TED's new line of TEDBooks launched this year with Amazon. You can follow her on Twitter @cindygallop.

MIRA MEDNIK

L2

Before joining L2, Mira completed her M.B.A. in Madrid at IE Business School. She began her career modeling at New York Model Management while finishing her B.A. in History from Boston University. She left modeling to join former hedge fund The Galleon Group where she began as research coordinator to the health-care team, building earnings calendars, editing stock reports and studying valuation models. She later went on to work under the Chief Risk Officer constructing a risk/performance framework for the firm. In addition to interning at L2 she has spent time interning at New York-based Fashion designer Yigal Azrouel and Paris fashion house Martin Margiela.

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L2 is a think tank for digital innovation.

We are a membership organization that brings together thought leadership from academia and industry to drive digital marketing innovation.

RESEARCH

Digital IQ Index®: The definitive benchmark for online competence, Digital IQ Index® reports score brands against peers on more than 350 quantitative and qualitative data points, diagnosing their digital strengths and weaknesses.

EVENTS

Forums: Big-picture thinking and game-changing innovations meet education and entertainment. The largest gatherings of prestige executives in North America.
300+ attendees

Clinics: Executive education in a classroom setting with a balance of theory, tactics, and case studies.
60–120 attendees

Working Lunches: Members-only lunches led by digital thought leaders and academics. Topic immersion in a relaxed environment that encourages open discussion.
12–24 attendees

MBA Mashups: Access and introduction to digital marketing talent from top MBA schools.

CONSULTING

Advisory Services: L2 works with brands to garner greater return on investment in digital initiatives. Advisory work includes Digital Roadmaps, Social Media Strategy, and Site Optimization engagements.

MEMBERSHIP

For membership info and inquiries: membership@L2ThinkTank.com

UPCOMING 2011 EVENTS

10.14.11 L2 Clinic The Social Graph SHANGHAI

A full-day clinic contextualizing China's unique social media landscape and the opportunity for luxury brands. Content will focus on best practices and emerging trends, culled from L2's industry-leading research in China, as well as first-hand expertise from Internet platform operators and social media professionals "on the ground" in China.

11.10.11 L2 Forum Innovation 2011 NYC

Called the "TED for marketing," L2's third-annual Innovation Forum will bring together the highest density of scholars, business leaders, startups, and marketing executives in North America.

11.21.11 L2 Clinic The Social Graph PARIS

Academics and industry professionals highlight the opportunities, challenges, and underpinnings of social media in the prestige industry in a one-day, intensive Clinic.

UPCOMING 2011 RESEARCH

PRESTIGE 100® Reports:

Mobile

DIGITAL IQ INDEX® Reports:

European Luxury:

- Boutiques
- Specialty Retail



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