



CHANEL

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"Fashion has two purposes:
comfort and love"

-Coco Chanel

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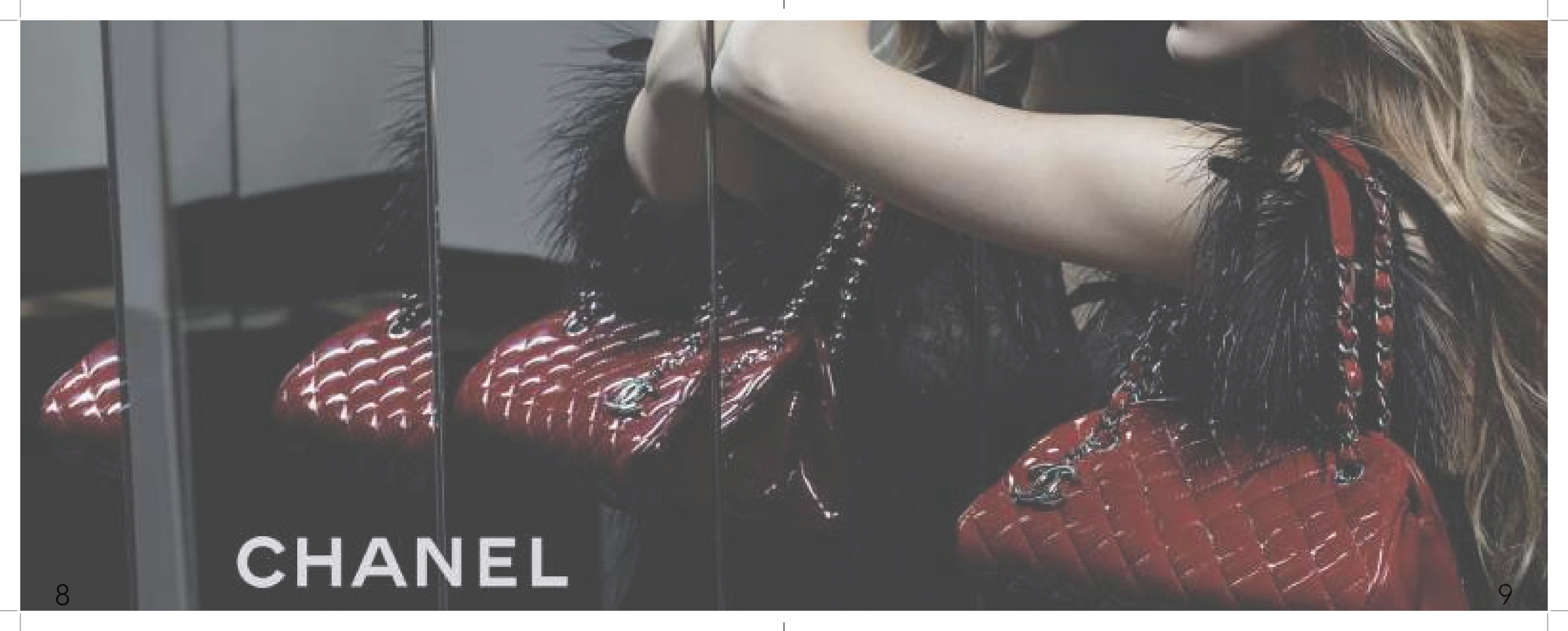
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CHANEL

Executive Summary

From its conception in 1910, Chanel has strived to be a trailblazer in women's fashion and quickly became an industry leader. Today, its robust and iconic brand image is closely linked to its history and heritage, which must be considered in all decisions regarding its future success.

Considering brand image and heritage, strategic opportunities exist to strengthen brand equity in beauty, product quality, and digital innovation. Done correctly, augmentation in these three categories can help propel Chanel to another ten years of success.





Brand Overview

Company Summary

Chanel is a top global luxury brand in women's clothing, handbags, accessories, jewelry, beauty, and fragrances. Founded in 1910 by Gabrielle (Coco) Chanel, the brand has revolutionized the women's clothing industry (Jones, 60). Its classic yet progressive outlook has allowed it to stay relevant and achieve success for over a century. The brand is strongly defined by the woman who created it, Coco Chanel.

Like Coco, the brand is inherently feminine with elements of masculinity. Faithful friendships, passionate love, and a thirst for culture, discovery, and travel helped shape the personality of Coco Chanel and the brand's identity. (Morand) Since its formation, the brand has scaled into one of the most recognizable names in luxury. French billionaire businessmen, the Wertheimer brothers, Alain and Gérard, currently own the brand.





Brand History

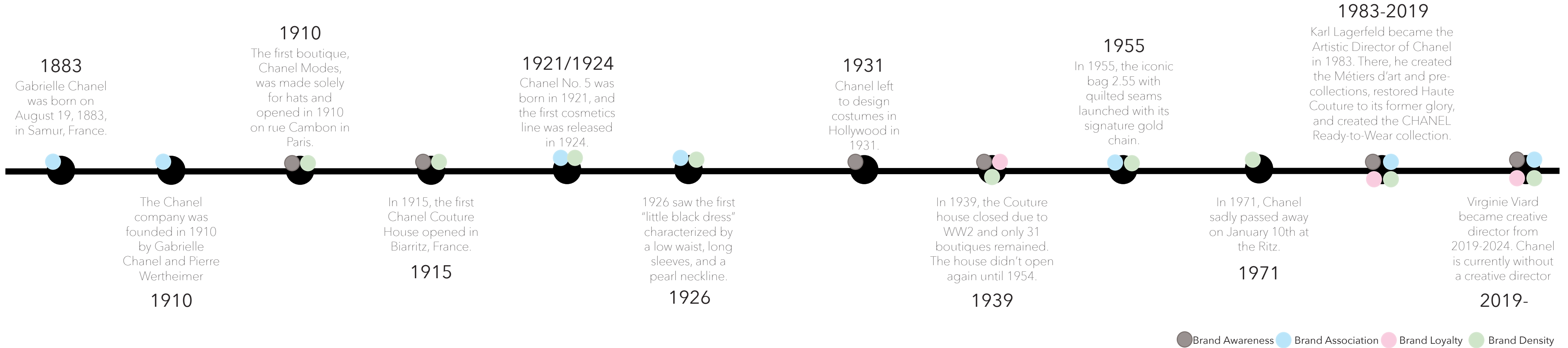
Gabrielle Chanel was born in Saumur, France, in 1883 into a poor household with many siblings. She grew up to found one of the world's most famous fashion brands.

1910 Gabrielle Chanel opened the first Chanel boutique solely for hats in Paris. Then, in 1921, she created her first icon product with Chanel No.5. The brand Chanel challenged women's expectations and inspired them to live up to their fullest potential despite societal standards.

Beginning with a French origin, Chanel is now inspired by cultures all over the globe. However, the brand remains true to its roots and continues to produce in France. Chanel continues to ignite female strength and boldness.

CHANEL

Timeline



Period Overview

1910



Political

- In 1910, during the 3rd Republic of France
- President Armand Fallières 1906-1913
- Universal Suffrage was relatively new (still excluding women).
- "Under the Third Republic, the middle and lower sectors of society came to share political and social dominance with the rich notables." (Britannica)
- The bourgeoisie and lower class wanted low taxes, hands off the affairs of private citizens, and limited involvement in foreign affairs, which significantly slowed the strive for industrialization. (Britannica)
- "Few periods in French history saw as many transformations in power, politics, and society as the long nineteenth century, which lasted from after the revolutionary period until 1914." (Library of Congress)
- Leading up to 1910, France saw many regime changes, rebellions, and political unrest, which impacted the country's climate that specific year



Economic

- "France was a nation of small producers, traders, and consumers" (Britannica)
- The static sector of the economy outweighed the new dynamic sector
- The country was still behind in industry compared to more progressive countries but was slowly industrializing.
- The proportion of the population of farmers decreased.
- From 1896-1914 industrial output rose 75% (Britannica)
- The preferences of the middle-class bourgeoisie and the lower-class



Social

The 1910s were a time of upheaval and transformation in France. World War I was a catalyst for many of these changes, affecting social structures, gender roles, political ideologies, and cultural expressions. The war's aftermath laid the groundwork for further social and political developments in the 1920s.

- Massive loss of life during WWI led to demographic changes and new roles for women.
- Women entered industries and public life, altering traditional gender roles.
- Economic hardships after the war sparked labor strikes and activism.
- Disillusionment with war fueled artistic movements like Cubism and Dada.
- Technological advances in transportation and communication accelerated urbanization.
- Pacifist and socialist ideologies gained momentum in post-war politics



Technological

The early 1900s were pivotal for the growth of technology globally. "The Gilded Age (1870-1900) was a time of rapid industrialization in the United States"(Thomas). In 1870, France was ranked second in industrialization behind the US, but by 1914, it had fallen to fourth as a large sum of French capital was being placed abroad (Britannica). Despite this, France slowly increased industrialization and the growth of technology.

Global Inventions around 1910 that impacted France and the world:

1903 Airplane

- Commercialized in 1914, airplanes revolutionized transportation

1906 Radio Broadcasting

- Made communication quicker and more efficient

1908 Ford Model T

- One of the first mass-production vehicles
- Assembly line plants in Europe made the car available globally



Art & Literature

Art Nouveau (1890-1910)

- Characterized by intricate linear designs and flowing curves based on natural forms
- Influenced many aspects of design, including fashion.
- Chanel's early work reflected the elegance and fluidity of Art Nouveau

Art Deco (1920s-1930s)

- Focused on geometric shapes, symmetry, and modernity
- Chanel's designs in the 1920s and 1930s incorporated these elements
- Emphasized simplicity and elegance with luxurious materials and bold geometric patterns

Influence of Literary Circles:

- Coco Chanel was friends with prominent writers such as Jean Cocteau, Marthe Bibesco, and Michel Deon
- These relationships influenced her worldview and approach to fashion

Patron of the Arts:

- Chanel supported various literary and artistic endeavors
- Her patronage helped intertwine her brand with the intellectual and artistic movements of the time.



Period Impact

- When starting a brand, the political and economic climate of the time plays a prominent role in the creation and initial success (or failure)
- Universal suffrage was relatively new, and the emerging Bourgeoisie (middle class) was filled with merchants and business owners
- The opportunity and ease of ability to open a store or start a business had increased, and masses began to flock from the countryside to the city as society changed
- Women lack of suffrage inspired the French feminist movement, the Société le droit des, started by Hubertine Auclert. (Novara Library of Congress)
- While Coco Chanel did not consider herself a feminist, she made huge contributions to women's history in the 20th century. (Song BBC)
- The women joining the feminist movement and searching for independence align with who Coco Chanel was designing for, providing a customer base.
- The commercialization of flight, the creation (and international availability) of the Ford Model T, and the invention of radio broadcasting allowed for increased communication speed and travel efficiency.
- News of a brand could spread almost instantly, and people had the means to get to the store and obtain the sought-after brand items.





Chanel Currently

Over the last century, Chanel has grown into a global luxury brand while maintaining the same values and goals as when it was founded in 1910. Chanel is currently owned by the Wertheimer brothers, Alain and Gérard. The brothers are French billionaires and the grandsons of Pierre Wertheimer, who founded the brand alongside Coco Chanel.

A 2021 Women's Wear Daily article published survey results from Brand Finance, which named Chanel a top-valued French brand (5th Overall), along with Louis Vuitton, Cartier, Hermès, L'Oréal, and others. As of 2024, Chanel ranks second for brand awareness, third for brand popularity, and fifth for brand ownership in the United States. (Statista)

Chanel recently showed multiple collections at Paris fashion weeks, including Fall/Winter 2024 Ready-to-Wear, Fall 2024 Haute Couture, and Resort 2025. Virginie Viard, a long-time member of the Chanel family and Karl Lagerfeld's predecessor left the brand in June 2024, and a new creative director has yet to be named.

Chanel Creates Value Based on Three pillars

A CREATION-DRIVEN BRAND

How CHANEL is building greater resilience to ensure creation is always possible.

A COMMITTED LUXURY LEADER

How CHANEL is working toward building a more sustainable business model for luxury.

A HUMAN-DRIVEN COMPANY

How CHANEL is empowering people, promoting self-accomplishment, and enabling working conditions that respect and enhance the potential of each individual.

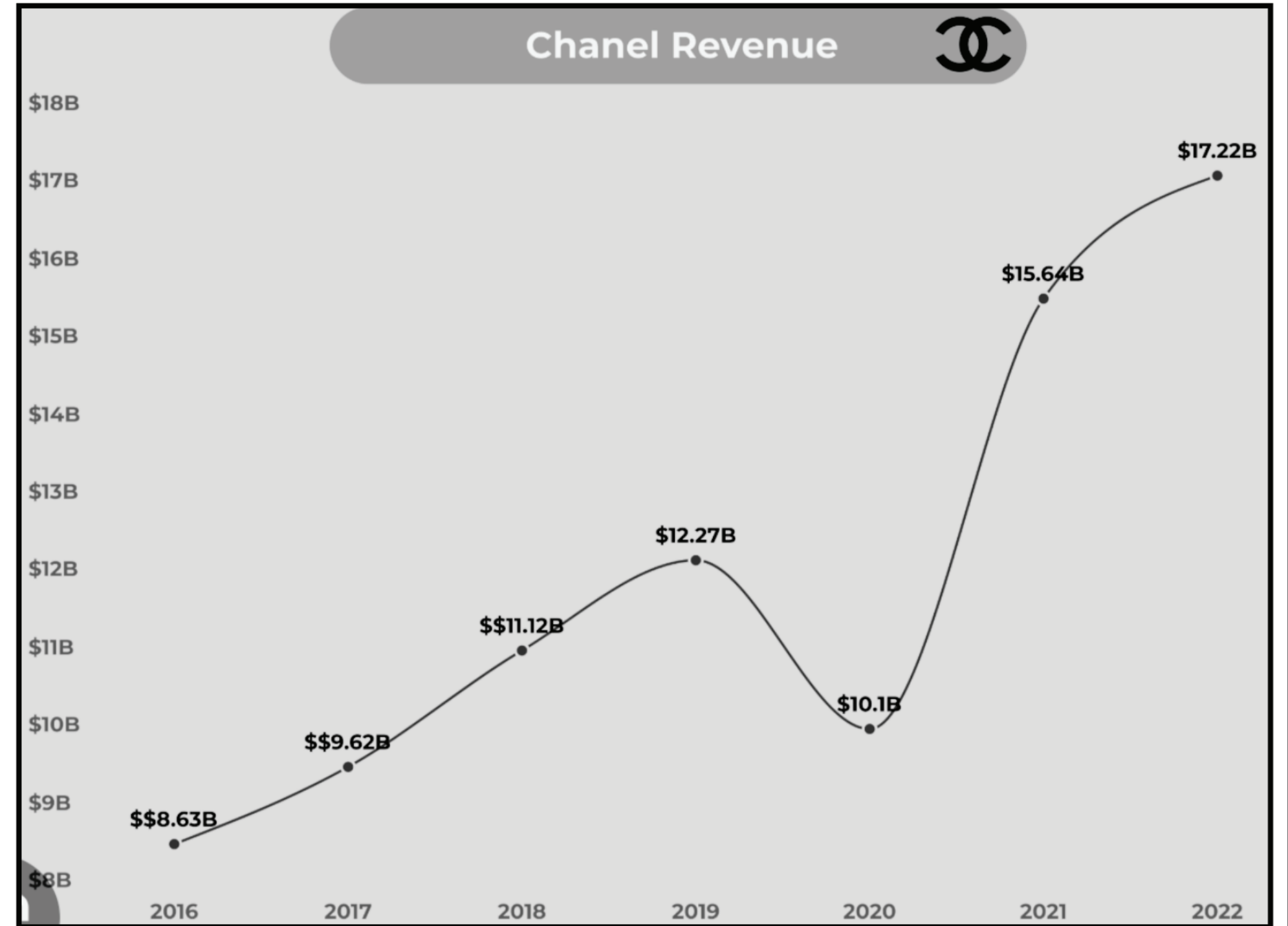
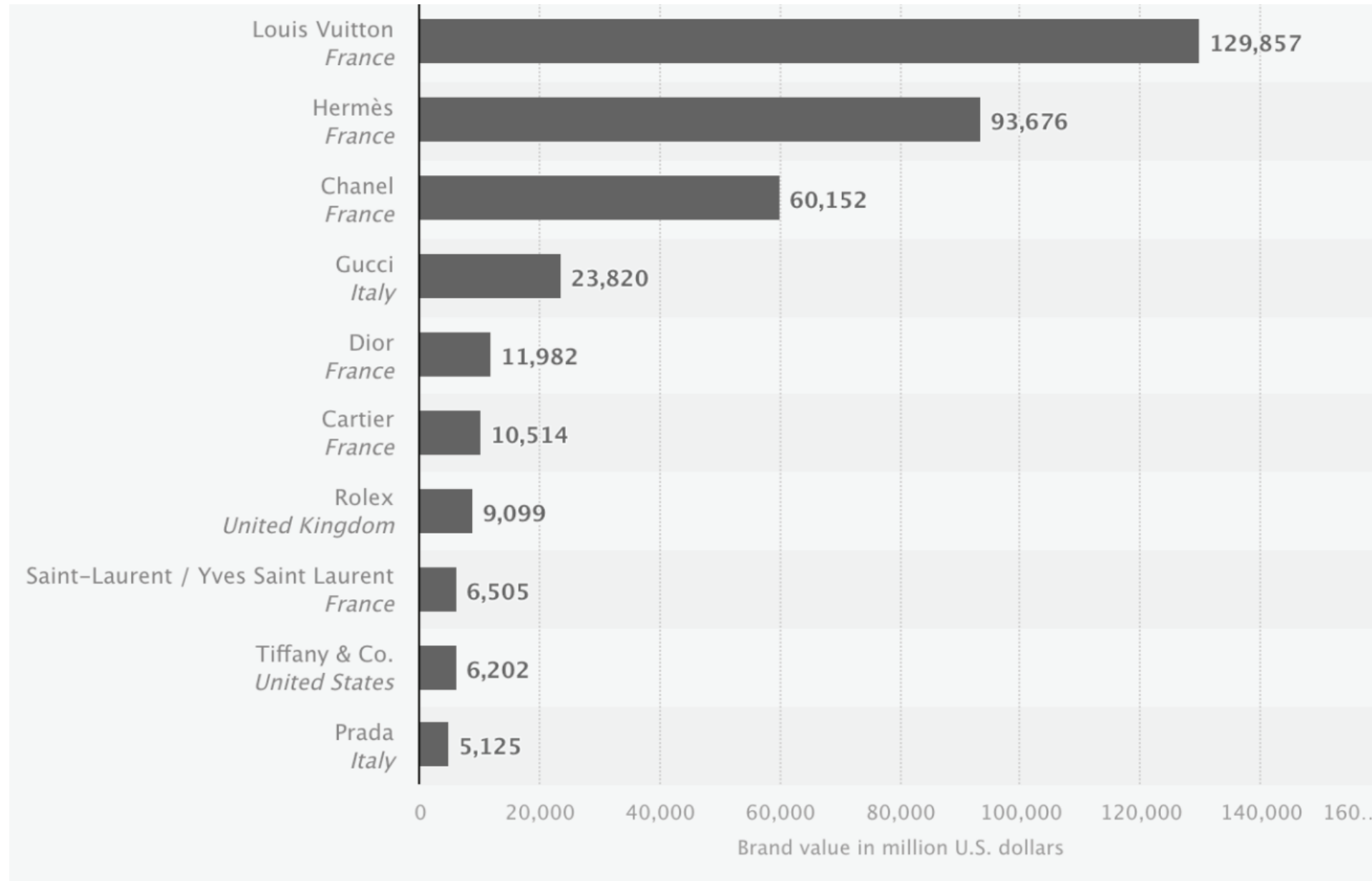
Mission, Vision, Value

"CHANEL has always been a pioneer of modernity, defining trends in luxury and beauty for more than 100 years. It is a company seeking to constantly reinvent itself, embrace innovation, and challenge existing boundaries through its creativity. CHANEL, following the legacy of our founder, assumes an influential role in society and strives to be exemplary in everything we do."

"CHANEL is a French brand and an international business for luxury-goods consumers, organized as a global matrix structure on three activities, across three regions."

-Chanel Report to Society, 2018

Brand value of the leading 10 most valuable luxury brands worldwide in 2024 (Statista)



Strengths

- Always stays at the upper level of the pyramid model
- Stays true to values like artisanship and Parisian nature
- Dominant customer relationship; they tell you what elegance is
- The rich history and iconic founder
- Strong icons: little black dress, Chanel No.5

Weaknesses

- Chanel uses the 'pyramid' business model and risks dropping levels and losing value
- They're not 'true luxury' but are considered the upper-echelon haute couture
- Slow to adopt sustainable practices
- Don't have a very aggressive online presence

Opportunities

- Developing more sustainable practices
- Expand their e-commerce platform
- Diversify into other product categories
- Collab with other designers, celebrities, or even brands
- Increased customization

Threats

- Their competition keeps gaining ground, specifically Hermes
- Counterfeit products
- Rely heavily on sales from specific markets
- Brand stretching lowering its status
- Lack of digital innovation

CHANEL

Aakers Matrix

Product

- Chanel tweed
- Classic flap bag
- Little black dress
- Chanel No.5



Person



- Only produces women's products.
- A Chanel woman is daring, free, and ahead of her time.
- Dresses feminine and timeless, with elements of masculinity and comfort.
- Diamonds, pearls, and a signature perfume.
- "Coco Chanel was an avant-garde woman, a pioneer whose lifestyle and multiple facets forged the values of the House she founded, and who remains an inspiration for all women." (Morand)

Organization

- Transcends conventions
- Epitomizes modern values of freedom for women
- Hallmark of female elegance
- Women remain at the heart of everything Chanel does
- Respects customers and encourages them to express their individuality
- Values teamwork and transparency
- New sustainability ambition and is trying to reduce its carbon footprint
- Practices advance gender equality
- Chanel connects with customers through story-telling

Symbol

- Double C logo, showcased on almost all Chanel products.
- Double C represents prestige, luxury, and class.
- Other famous icons of the brand include the number 5 (Chanel No.5 perfume), Camellia flower, and Chanel Tweed.



Symbol

Kapferers Prism

Physical

Double c logo
Black and white branding
Classic feminine silhouettes
Practical and comfortable
Classic Flap purse, little black dress
Elegant and tailored pieces
Tweed
Chnael N5

Personality

Strong and independent woman
Sophisticated
Passionate
Always pushing the envelope

Relationship

Dominant brand-to-customer relationship
No customization
The desire for Chanel increases with wait times
Customers purchase from Chanel to be part of the brand and history and to aspire to live like Coco Chanel

Culture

Embodies Parisian style and culture
The feminist movement and the introduction of strong Businesswomen
Timeless elegance
Simplistic luxury
Fashion-focused

Reflection

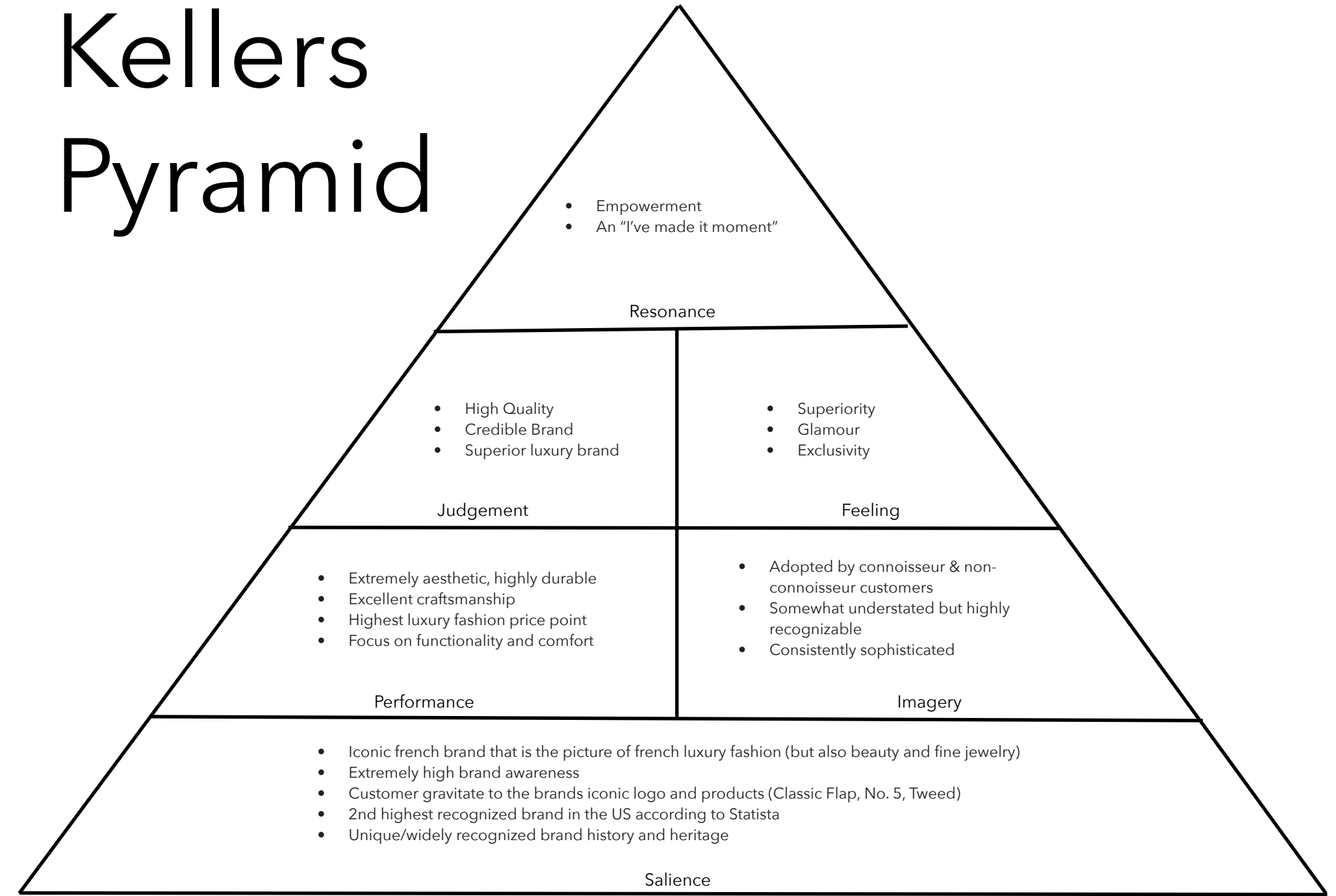
Aged 25-45 strong, affluent women
Value brand history and values
Appreciate craftsmanship
Fashionable
Socialites

Self-Projection

Customers wearing Chanel view themselves as:
Timelessly stylish
Comfortable with femininity
Confident
Successful



Kellers Pyramid





Brand Strategy

Unique Revelation

Before Coco Chanel's transformative impact on fashion, women's attire in the late 19th and early 20th centuries was characterized by intricate and restrictive designs. Central to this style were tight corsets, which aimed to mold the body into an exaggerated hourglass shape, severely hindering movement and comfort. Dresses were often crafted from heavy materials such as silk, satin, and velvet, typically layered with petticoats and embellished with detailed lace, embroidery, and frills.

She transformed the fashion industry by introducing designs that prioritized simplicity, comfort, and practicality, breaking away from the restrictive and ornate styles that dominated early 20th-century fashion. She liberated women from the constraints of corsets and heavy, elaborate clothing, replacing them with streamlined silhouettes like loose-fitting dresses and trousers. Chanel popularized the use of jersey fabric. It was an unusual choice for the time: Jersey had, until then, been mainly used for men's underwear. But it was easy to work with and comfortable, encapsulating everything the designer wanted to create for her customers. Her minimalist aesthetic, epitomized by the iconic "little black dress," redefined luxury as understated elegance.

The Chanel suit was a game-changer—not just for fashion but for women's sartorial liberation. In the 1920s, Coco Chanel introduced her first two-piece set, inspired by menswear and sportswear, as well as the suits of her then-lover, the Duke of Westminster. Keen to free women from the restrictive corsets and long skirts of previous decades, Chanel crafted a slim skirt and collarless jacket made of tweed, a fabric then considered markedly unglamorous.

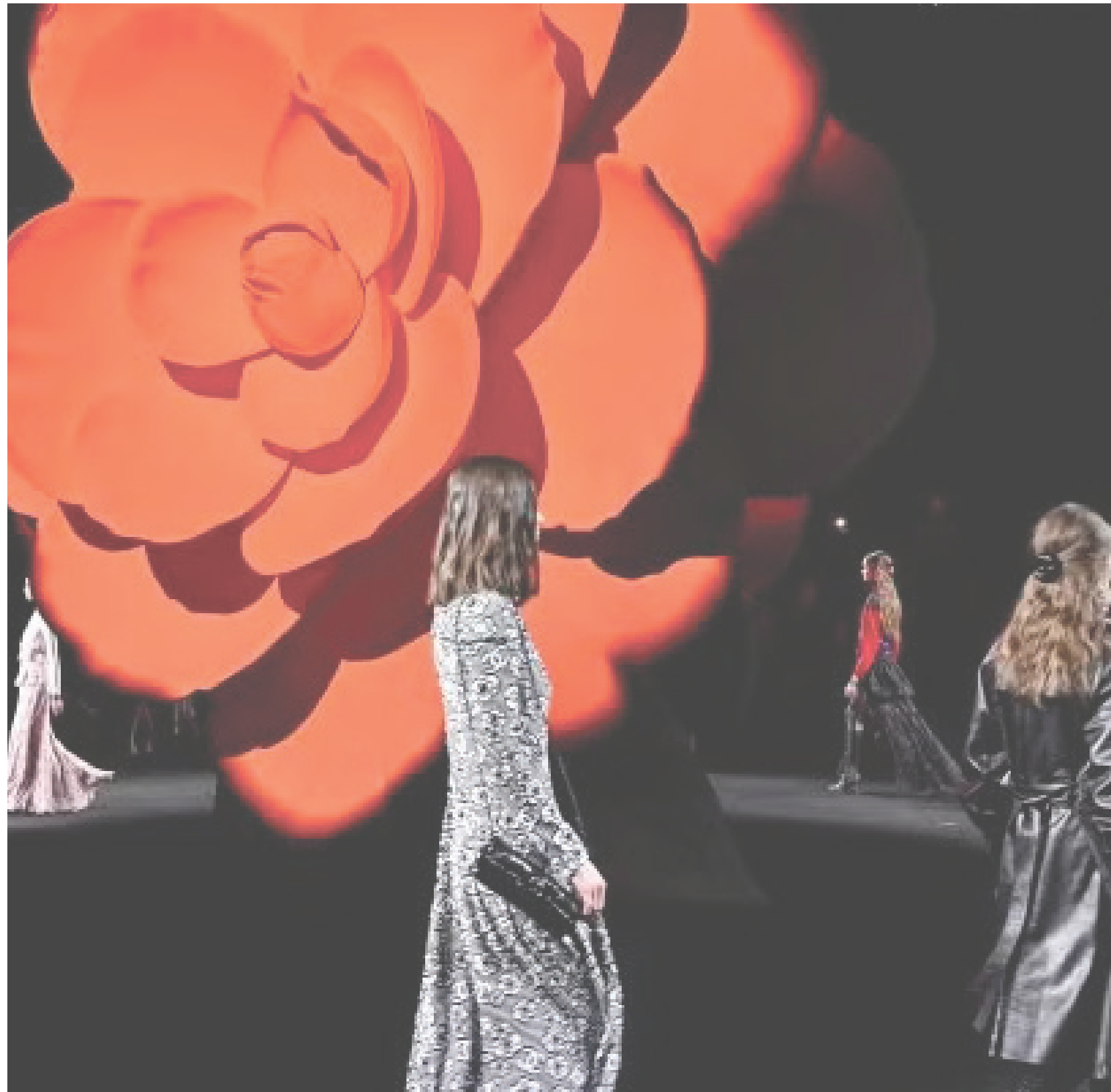
Chanel also blurred the lines between men's and women's fashion, incorporating masculine elements such as tailored suits and encouraging a more modern, independent image for women.

"Nothing is more beautiful than freedom of the body," she once said, and her designs lived by these words: Her work was, in many ways, a form of female emancipation.



Belief System

Chanel's belief system is rooted in the idea of empowering women through fashion. The brand promotes the notion that elegance comes from simplicity and that true luxury is understated. Chanel's philosophy emphasizes individuality, confidence, and the importance of feeling comfortable in one's own skin.



Distinctive Lexicon

The Little Black Dress

No. 5 & No. 22

Chanel Suit

Timeless Elegance

Tweed

Brand Rituals

- In Chanel perfume-specific stores, guides will walk you through the stores of origin for each scent
- For most locations, you must wait on a list in a roped-off line to enter
- Stores offer you beverages during your wait to enter
- Chanel showcases ready-to-wear and couture collections.
- Pearls accompany almost all outfits on mannequins
- Book appointments with fashion or fragrance advisors
- Every product is sold in a unique Chanel felt bag



Industry Analysis





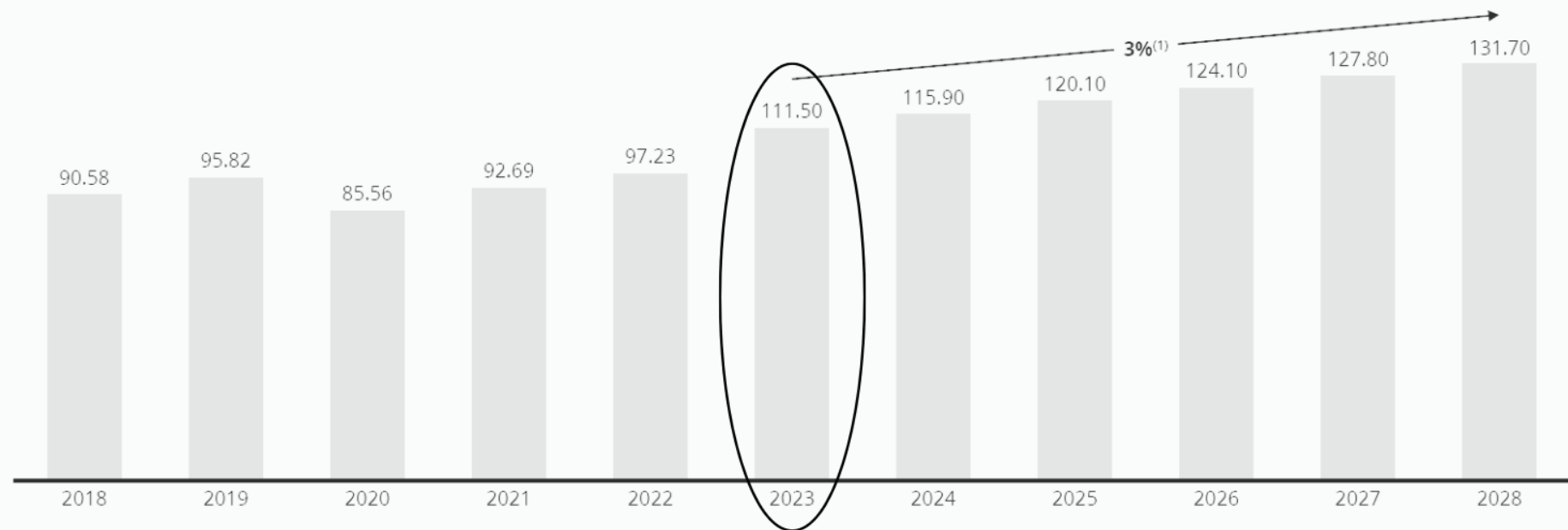
Place in the market/industry

- **Luxury goods brand** occupying multiple categories
- Privately held French company
- Exclusive, classic brand
- **Strong position** within the market
- The **second largest 2023 revenue** is the luxury market (Williams)

Balance between classic & innovative

- **Classic** and **exclusive** aesthetic and brand image
- **Pioneered innovation** in women's clothing
- **Product categories**
 - High Jewelry
 - Fashion/clothing
 - Handbags
 - Accessories
 - Fine Jewelry
 - Beauty

Luxury fashion goods market in billion US\$

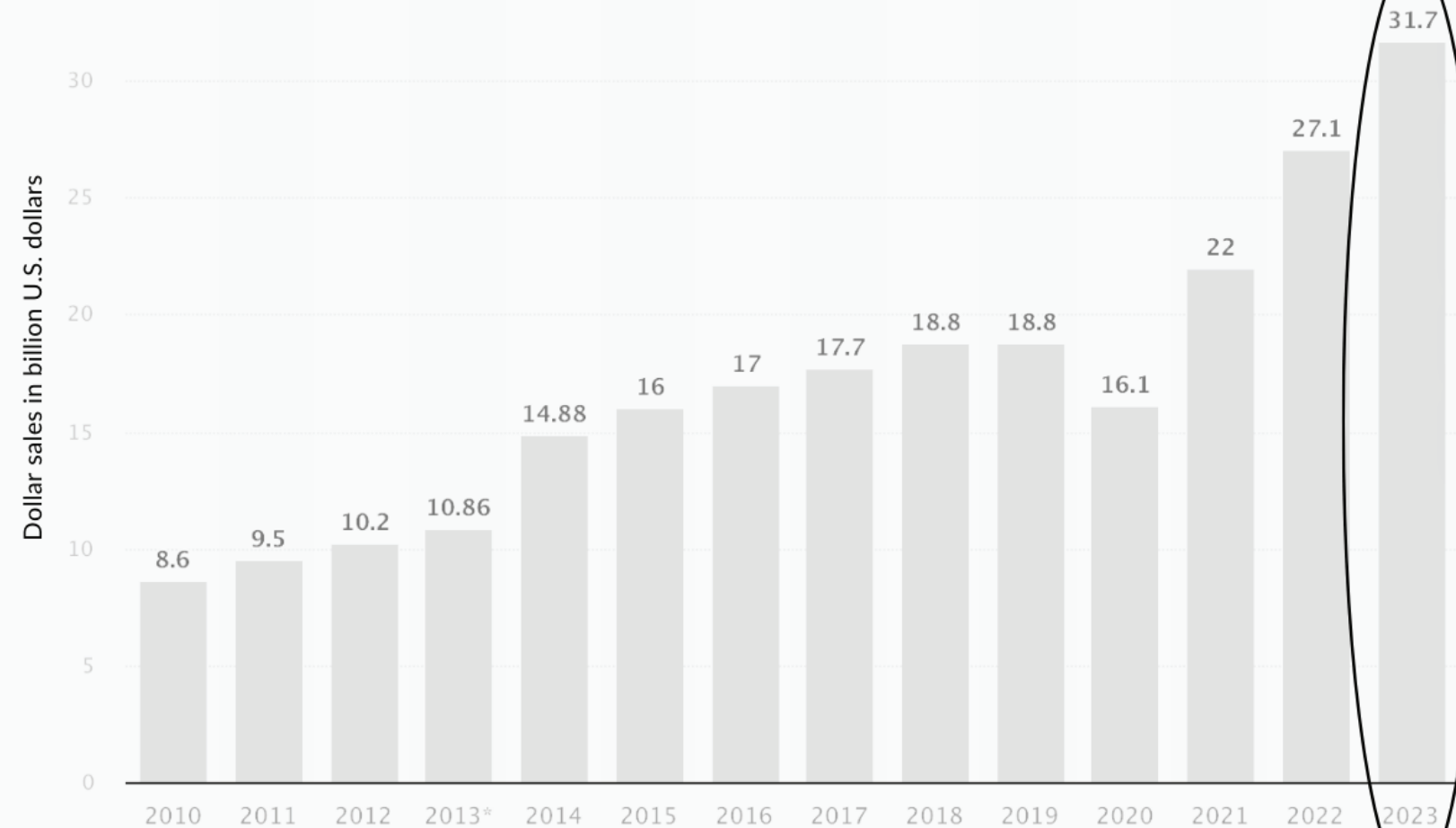


Sale (USD) of Luxury Fashion Goods 2018-2028, Statista

Market Share & Performance

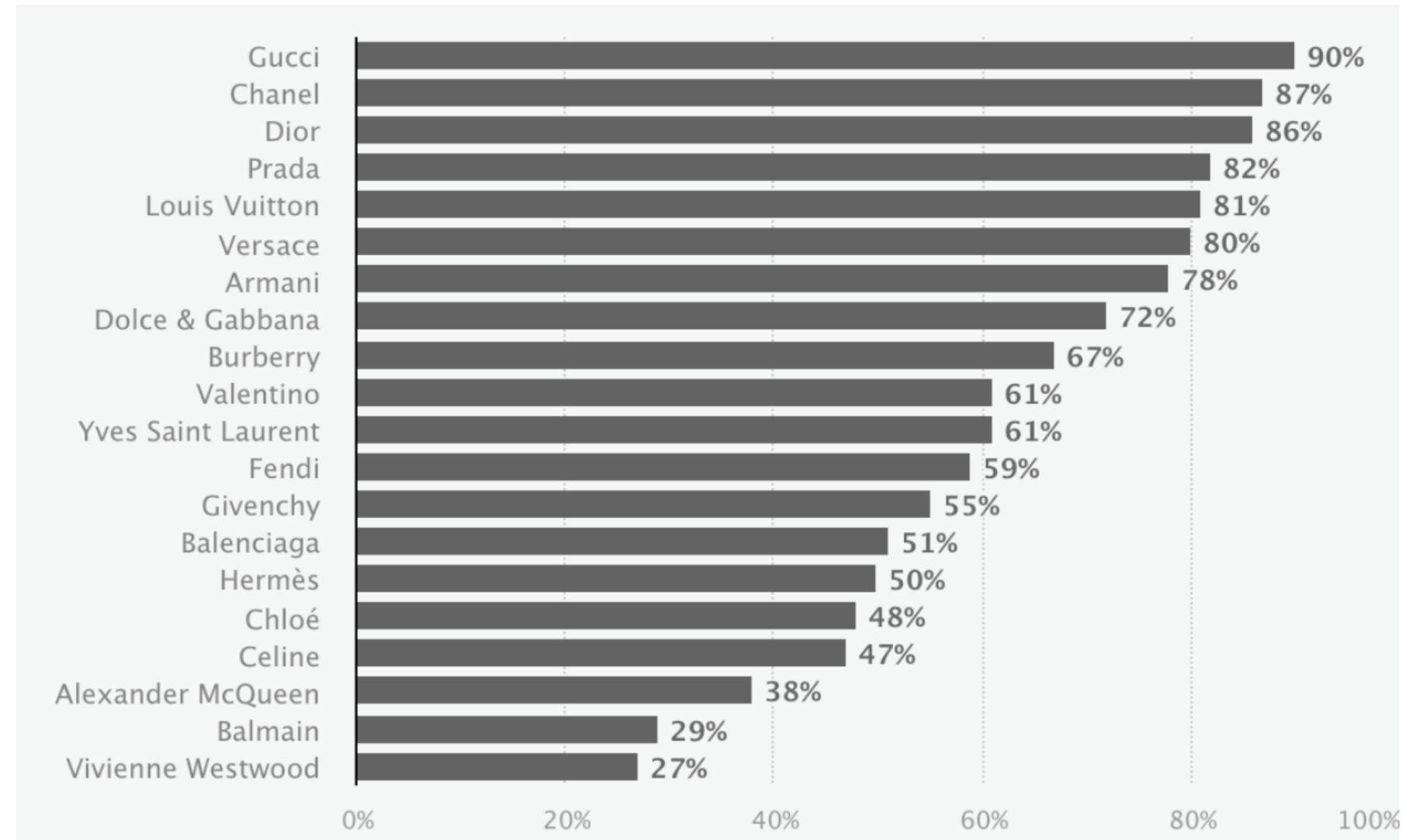
- Annual sales reached **\$19.7 billion** for 2023 (Williams)
- Revenues grew **16%** in 2023
- Capital expenditures expected to **grow as much as 50%** in 2024 (Williams)
- Chanel holds a **significant market share** in both the **luxury fashion** and **prestige beauty** categories

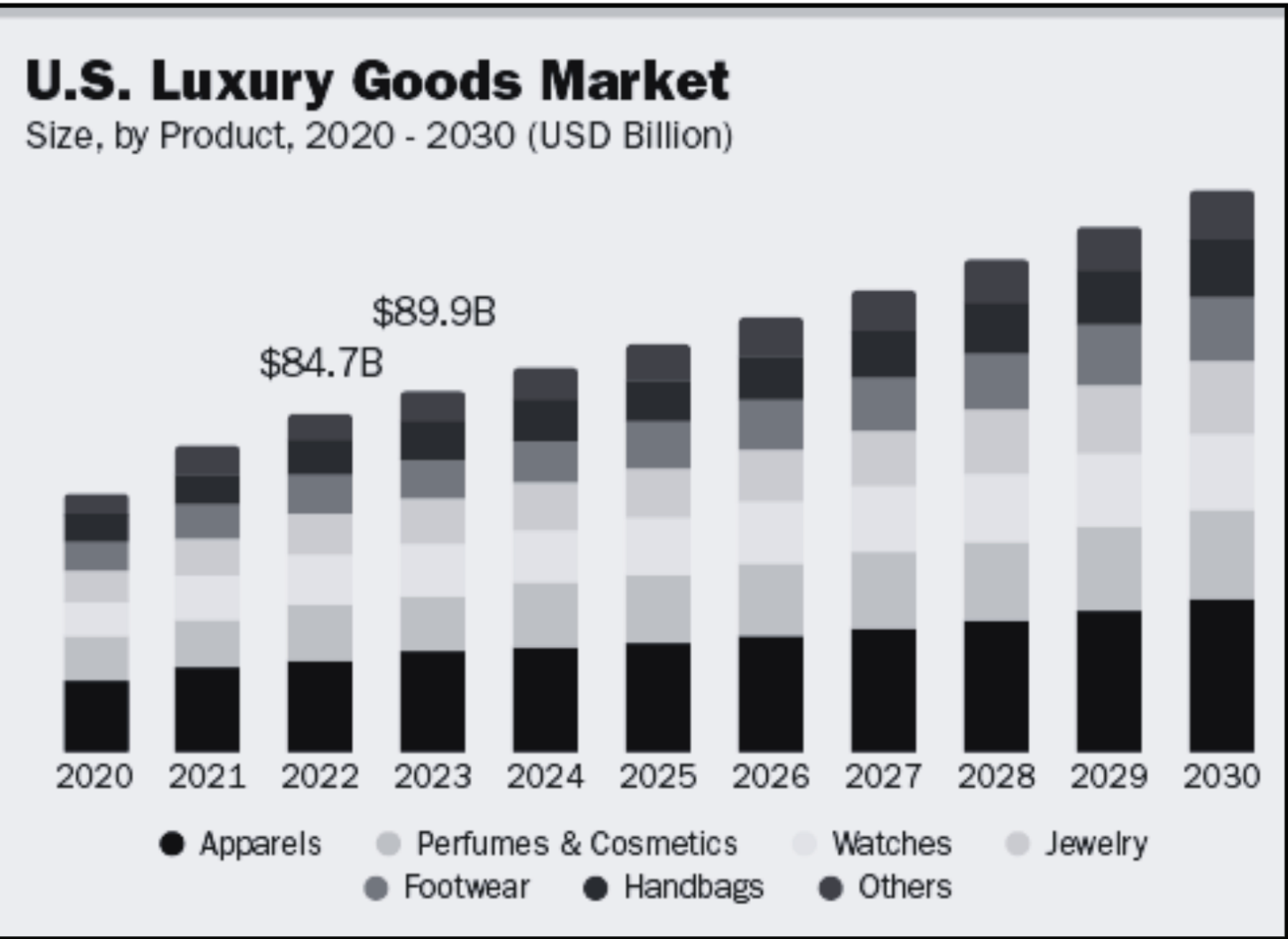
Dollar sales of the prestige beauty industry in the United States from 2010 to 2023



Sale (USD) of the prestige beauty industry 2010-2023, Statista

Luxury Fashion Brand Awareness in the U.S. (Statista)





Industry Report

HIGHLIGHTS				
	2023	2022	REPORTED % CHANGE VS. 2022	COMPARABLE % CHANGE VS. 2022
REVENUE IN MILLIONS OF U.S. DOLLARS	19,744	17,224	14.6%	15.8%
EUROPE	5,606	4,720	18.8%	16.4%
ASIA PACIFIC	10,178	8,645	17.7%	21.6%
AMERICAS	3,960	3,859	2.6%	2.4%

In regards to sales, Chanel was ahead by the previous year in every section.

OPERATING PROFIT	6,407	5,776	10.9%
EBITDA	6,890	6,300	9.4%
TAX RATE	25.9%	25.5%	0.4%
PROFIT AFTER TAX	4,732	4,596	3.0%

Revenues increase 16%, operating profits 10.9%, and investment brand support activities increased to 20%

NET CASH	5,797	2,365	145.1%
CASH FLOW	3,755	3,534	6.2%
CAPITAL INVESTMENT	1,227	668	83.6%
EMPLOYEES (END OF YEAR)	36,544	32,116	13.8%

CARBON PERFORMANCE*			
SCOPE 1 EMISSIONS (TCOE)	21,317	21,434	-1%
SCOPE 2 EMISSIONS (TCOE)	3,047	3,777	-19%
SCOPE 3 EMISSIONS (TCOE)	1,211,296	1,256,366	-4%
RENEWABLE ELECTRICITY	98%	97%	+1%

More sustainability initiatives than ever before

* The table has been updated to include the net-zero scope of reporting for the comparative year 2022. The change in Scope 3 is an addition of 252,458 tonnes CO2e largely due to the inclusion of integrated suppliers.

Who are luxury buyers?

% of luxury buyers* who fall into the following segments



% of consumers in the following regions who are luxury buyers*





Product

- Position different product series for different groups
- Access middle-income customers through beauty/fragrance
- Reaches VIPs with limited edition products

Price

- Begins low with cosmetics/perfume
- Reaches thousands for accessories/attire
- Peaks in price for limited edition pieces

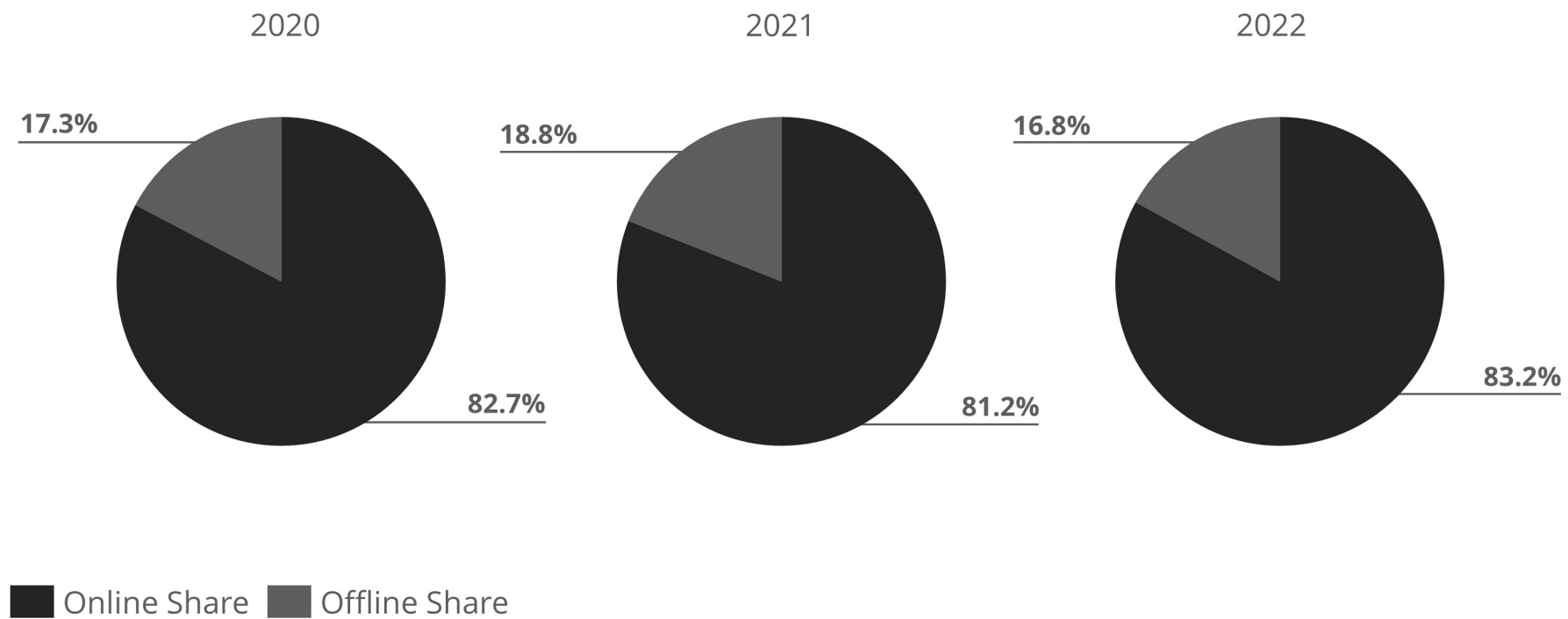
Distribution

- Chanel distributes through exclusive stores, a website, multi-brand stores, and high-end markets
- 310 boutiques: 128 in North America, 94 in Asia, and 70 in Europe

Marketing

- Product itself over consumer psychology
- Sleek and elegant ads
- Some fun and "trendy elements applied to marketing
- The Chanel market has gradually penetrated the performance of low and medium consumption level

ONLINE VS. OFFLINE LUXURY SALES WORLDWIDE, 2020-2022

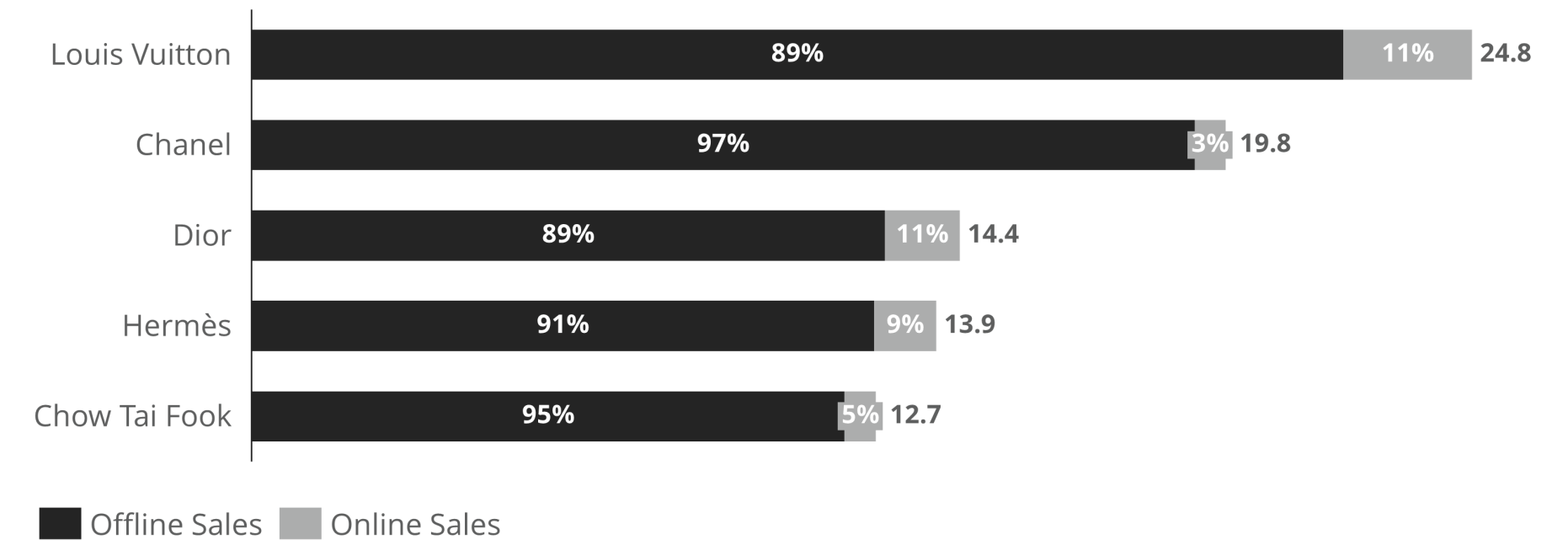


Sources: ECDB – The Luxury eCommerce Market Report 2023.

ECDB

TOP 5 LUXURY BRANDS BY GLOBAL OFFLINE AND ONLINE NET SALES, 2022

in billion US\$



Notes: Global net sales incl. third-party retailer margins, excl. licensed business.
Sources: ECDB – The Luxury eCommerce Market Report 2023

ECDB

Industry Forecasting





Projected Market

Luxury Fashion Market Size Was Valued at USD 129.77 Billion in 2023 and is Projected to Reach USD 209.39 Billion by 2032, Growing at a CAGR of 5.46% From 2024-2032.

The personal luxury goods market saw a slight decline in the first quarter of 2024. Key to maintaining stable growth across subsectors will be luxury brands' ability to address rising prices while maintaining a robust price-value equation in the eyes of consumers.

Travel & Authenticity

Consumers are expected to travel more and continue spending more time out doors. And they prefer emotional connections and authenticity over celebrity endorsements.

Purpose and love will be the north star for brands that thrive in this increasingly competitive market landscape."



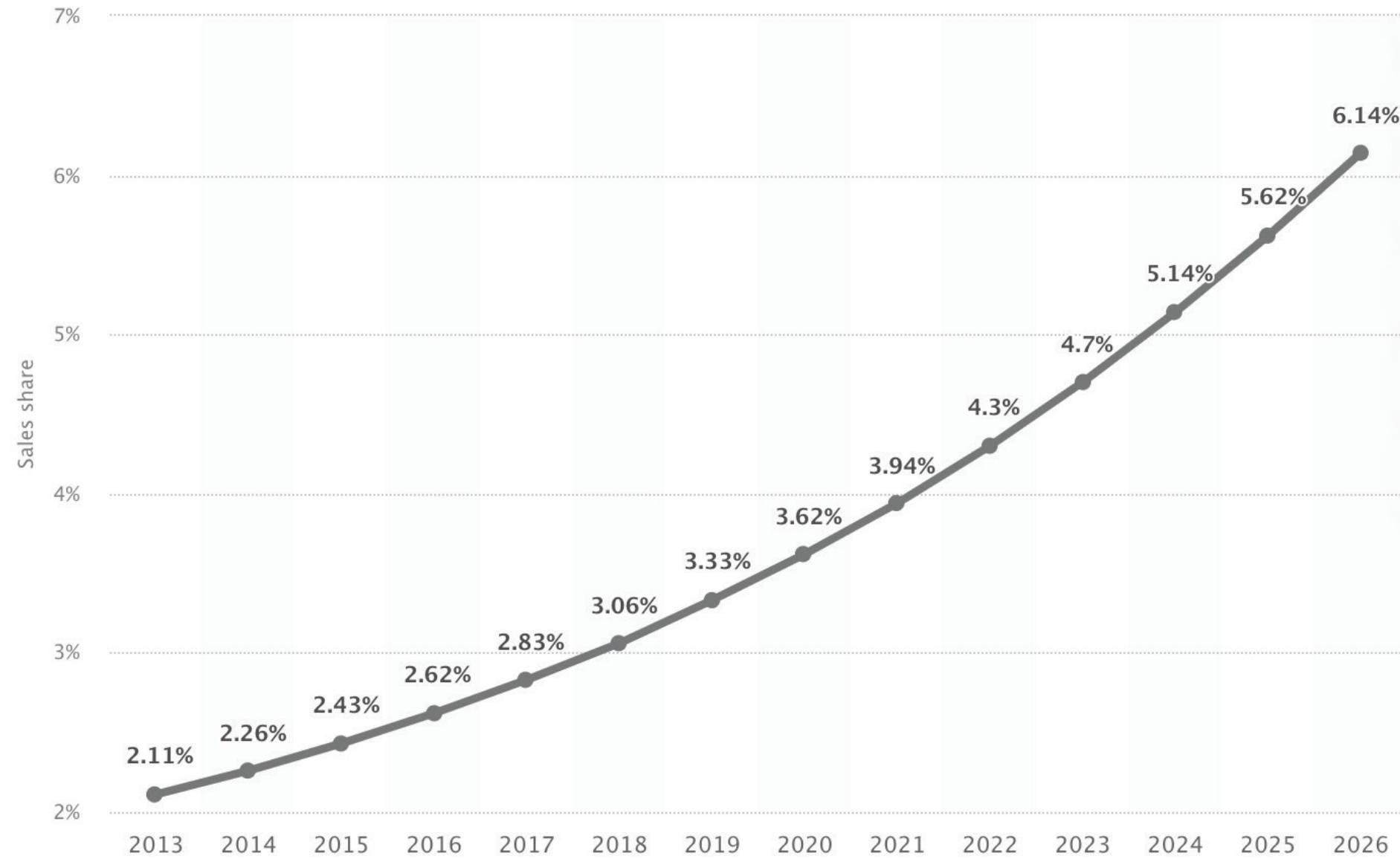
Sustainability

As climate change brings increasingly extreme weather events and global temperatures rise, the coming year is likely to mark a heightened industry focus on environmental, social, and governance issues. The most successful companies will find a balance between sustainability initiatives, risk management, and commercial imperatives.

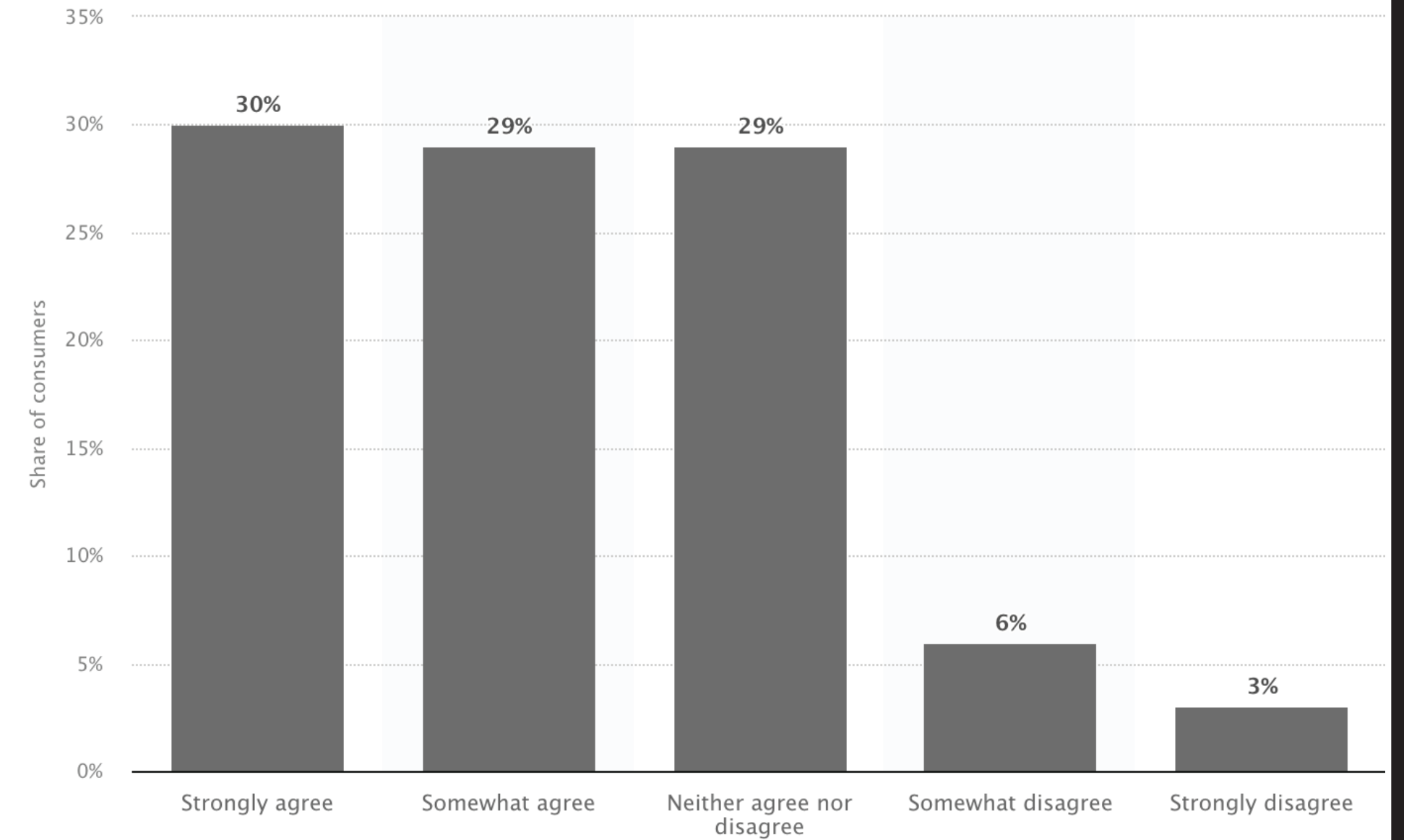
- The sustainable apparel revenue share has been increasing every year since 2013
- The revenue share of 2024 is 5.14% (Statista)
- Revenue share expected to reach 6.14% by 2026 (Statista)
- The 2024 revenue of the apparel industry is expected to reach \$358.70 billion
- 5.14% of the total revenue is around 18 billion
- Over 50% of consumers want to see the industry become more sustainable



Revenue share of the sustainable apparel market worldwide from 2013 to 2026 (Statista)



Share of fashion consumers in the United States who want the fashion industry to become more environmentally friendly in 2022 (Statista)





Collaboration with Sports

Sport has long been seen as a branding opportunity for luxury goods. Many luxury brands have sponsored high-profile sporting events such as tennis, sailing, and Formula 1. Currently, Brands are widening their reach by focusing on newer sports. The collaboration between sports and athletes and luxury is at an all time high and continuing to become more prevalent.



Growing Markets

Investment Hotspots:

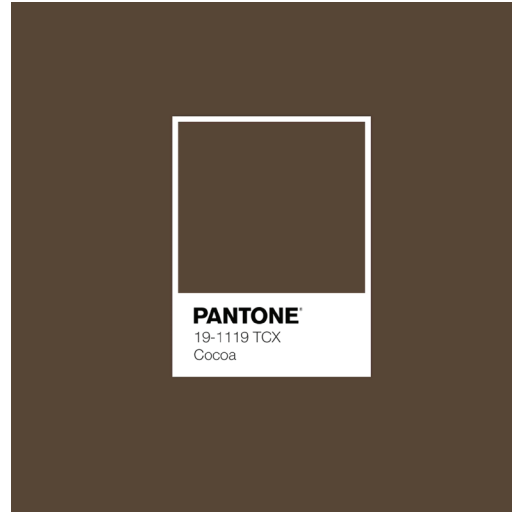
- Middle East
- India
- Southeast Asia

China's market is under pressure - "luxury shame"

Trend Forecasting



Projected Fashion & Campaign Trends



Key Color: Cocoa Powder

- WGSN has named Cocoa Powder a key color trend for Autumn/Winter 26/27
- The color is striking and versatile, yet still classic, something that could allow Chanel to adopt trends without compromising on brand aesthetic
- Some brands have incorporated it in campaigns, but its expected to hit peak traction in 2026/2027



Skirt Length

- Skirt length is shifting longer
- WGSN explained that mini skirts are a downward trend, while longer midi and maxi skirts are still trending or are on an upward curve
- This is a trend that aligns with Chanel's design aesthetic and can be implemented without compromise



Customer Experience Events

- Experiential pop ups
- Either for product servicing, or brand promotion, experiential pop-ups
- 80% of global consumers believe that the brand experience is as important as the product (WGSN via Salesforce)



Beauty Marketing

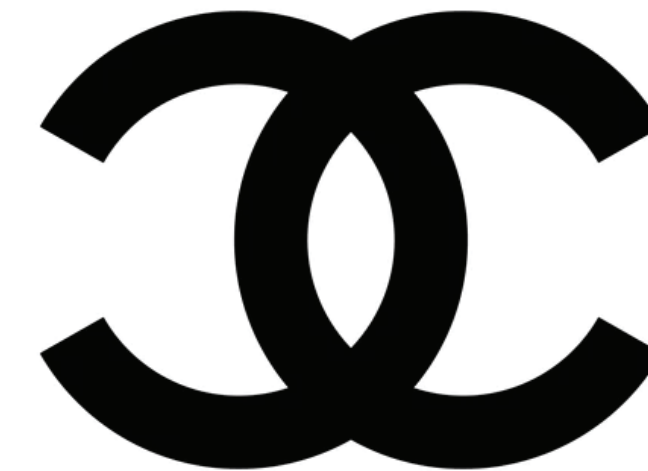
- Expand Beauty Marketing
- WGSN as recommended brands expand their beauty categories marketing and campaigns
- Beauty is a continuously growing industry and a category that has brought Chanel great success thus far.



Implementation by Chanel

Industry and Fashion Trend Forecasting

Chanel is not a brand that heavily implements new trends. However, trends are an essential indicator of what will be popular in the coming seasons. Trends can help brands gain success from season to season without compromising the brand image known and preferred by customers. These trends align with Chanel's preexisting aesthetic and brand look and can be implemented without compromise. As Chanel looks to create designs and brand strategies for the coming season, trends focused on brand goals, brand strategy, marketing, and style shared prior can be utilized and slightly altered to work for the brand.





CHANEL

Competition





DIOR

BEAUTY & FASHION COMPETITOR

Strengths

- A star luxury brand with high brand awareness
- Strong downward brand extension (Dior Beauty) (17 to 11%)
- High quality products and sought after styles

Weaknesses

- Limited online presence
- Is susceptible to success, failure, and reputation of LVMH
- Unethical production practices

Market Positioning

- Star luxury brand
- Uses celebrities and famous athletes in campaigns
- Impeccable tailoring and craftsmanship
- Ultra-feminine with innovative elements



Strengths

- Impeccable craftsmanship
- Exclusive image that welcomes brand tourists and deters brand immigrants
- Global brand name and presence

Weaknesses

- Small online presence
- Price gouging in the resale market
- Exclusivity of product can prevent growth
- Leveraged the resale market and exclusivity well in 2024
- Slow innovation

Market Positioning

- Widely known connoisseur brand
- Exclusivity and craftsmanship
- Driven by heritage

FASHION COMPETITOR



LOUIS VUITTON

96



Strengths

- A star luxury brand with high brand awareness
- Valued as first overall worldwide luxury brand (Statista)
- Quality craftsmanship of handbags and leather goods
- Trend-driven; innovative

Weaknesses

- Highly recognizable and widely available
- Counterfeit products hurt sales and brand reputation
- Lack of downward brand extensions

Market Positioning

- Star brand within the luxury market
- Use of celebrities and famous athletes
- Leather craftsmanship brand, that also has clothing, shoes, accessories, and perfume

FASHION COMPETITOR

97

Cartier



Cartier

FINE JEWELRY COMPETITOR

Strengths

- A star luxury brand with high brand awareness
- Impeccable craftsmanship
- Leverages heritage to their advantage while maintaining a global image
- Strong brand image

Weaknesses

- Frequent counterfeiting
- Limited customer segment

Market Positioning

- Prestigious French jewelry brand
- For ultra high net worth and royalty (jewelry and tiaras for royalty)

Opportunities & Threats for Chanel

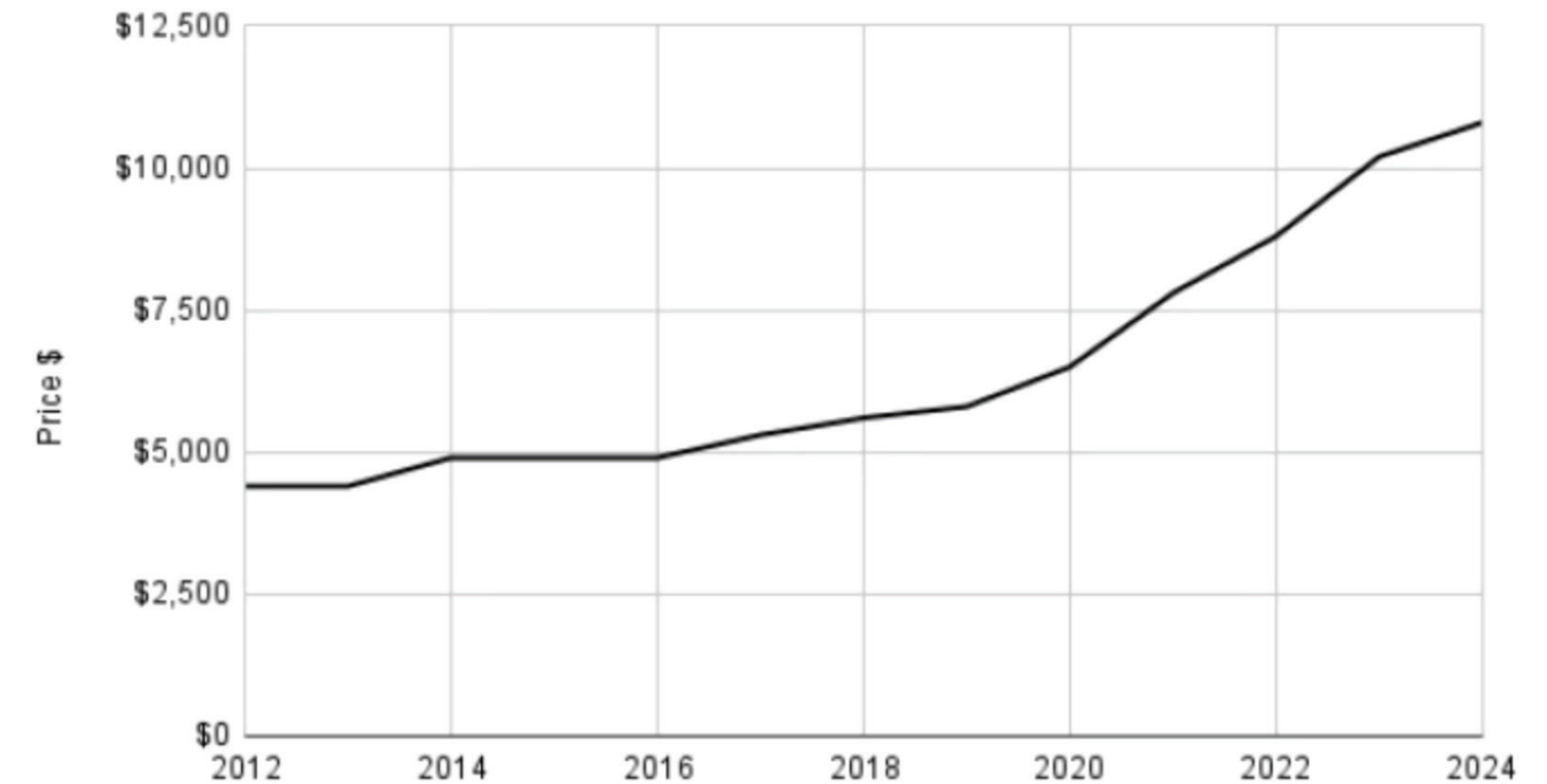
Opportunities

- Continue growing **sustainability initiatives** and **ethical production**
- Maintain **history and heritage**
- Continue growing **beauty/perfume**

Threats

- **Rising prices** and **resale price hikes**
- **Growing innovation** through **technology**
- Stagnant or declining **luxury market**

Chanel Classic Medium Flap Bag Price 2012 - 2024





Opportunity in the Beauty Industry

- Chanel's prestige beauty earned \$6.5 billion in revenue in 2023 and saw growth into 2024
- Beauty is a successful downward brand extension
- It can provide a safety net for brand to defy the market climate during economic downturns.
- Consumers are more likely to indulge in a nice makeup product than a new bag when money is tight and is overall purchased more frequently
- Beauty is a less expensive product category and allows line quality at a lower price point, not hurting the brand reputation and welcoming brand tourists that boost desirability

Revenue Change in Luxury Goods (Statista)



Opportunity in the Beauty Industry

- Prestige Cosmetics & Fragrance revenue grew 6.8% from 2023 to 2024
- Prestige cosmetics are the only product category from 2023 to 2024 that did not see revenue decrease during the luxury market down period
- We didn't see this effect during the market decline in 2020 due to the pandemic. People weren't leaving their houses, but that isn't the case as of recent

External Factors





Economic

- Economic Growth
- Unemployment Rates
- Currency Exchange Rates
- Inflation Rates
- Interest Rates
- Emerging Marketing
- Shifts in Luxury

Political

- Trade & Tariff Policies
- Political Stability
- Taxation Policies
- Geopolitical Tensions
- Counterfeit Goods
- Intellectual Property
- Government Initiatives

Social

- Changing Consumer Values
- Fashion and Beauty Trends
- Attitudes Toward Luxury
- Consumer Awareness
- Culture Sensitivities
- Lifestyle Preferences
- Shift Towards Digital



CHANEL

Purchasing Decision



CHANEL



Consumers buy Chanel not just for the products themselves but for the emotional connection, social recognition, and personal fulfillment they receive, reinforcing their sense of individuality and prestige.

Studies indicate that Chanel's ability to consistently align with evolving social trends—while maintaining core brand elements—strengthens consumer loyalty over generations.

Types of Associated Value

Aesthetic

Chanel's aesthetic embodies timeless elegance, combining minimalist sophistication with subtle opulence.

Symbolic

Chanel's symbolic value reflects luxury and empowerment, representing the modern woman's independence and sophistication.

Experiential

Chanel's experiential value lies in the immersive luxury experiences it provides, creating memorable interactions that elevate product purchases into unique personal experiences.



Segmentation



CHANEL



Customer Segmentation

Demographics

- Ages: 18 to 64 years old
- Gender: Predominantly women (63.06%), but also includes men (36.94%)
- Interest: fashion, apparel, clothing, unique designs and styles
- High Income
- Educated
- High social status

Psychographics

- Lifestyle: appreciates luxury, exclusivity and timeless style
- Aspirational consumers
- Modern independent women
- Values heritage

Behavioral

- Occasional buyers
- Luxury consumers
- Search for timeless style and quality

Core Customers

- Purchase core, high-level products
- Own an extensive range of Chanel Products
- Invest in new line extensions to show brand loyalty

Brand Immigrants

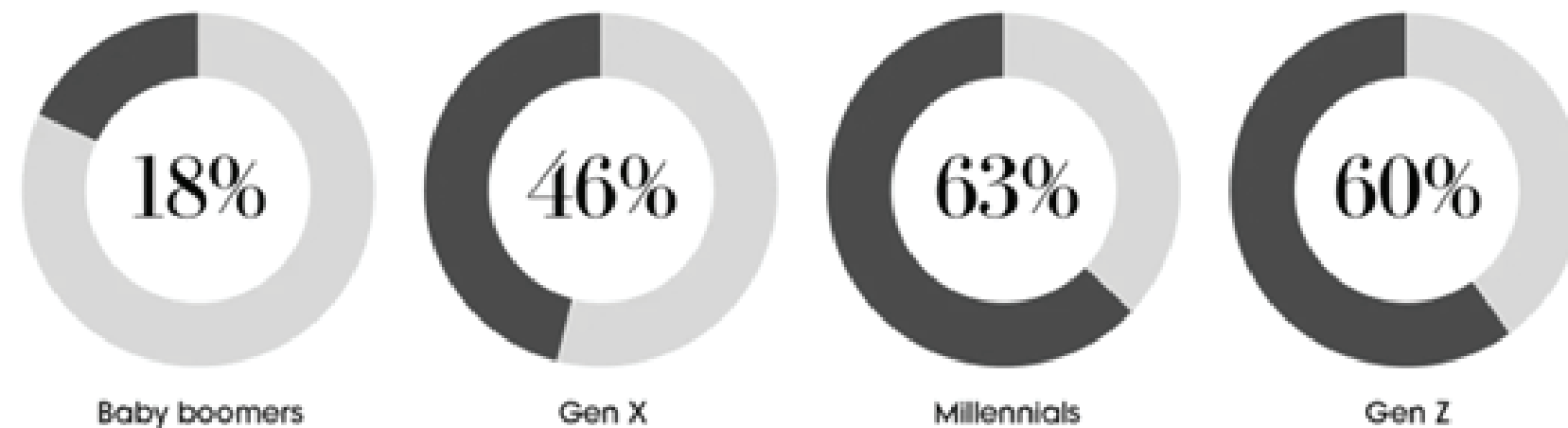
- Purchase downward brand extension products
- Claim to be core customers or a part of the brand
- Purchase logo heavy products

Brand Tourists

- Purchase downward brand extension products
- Do not claim to be core customers or a part of the brand
- Purchase beauty products despite lack of visible logos

Spend from younger consumers is growing 3x faster than other generations

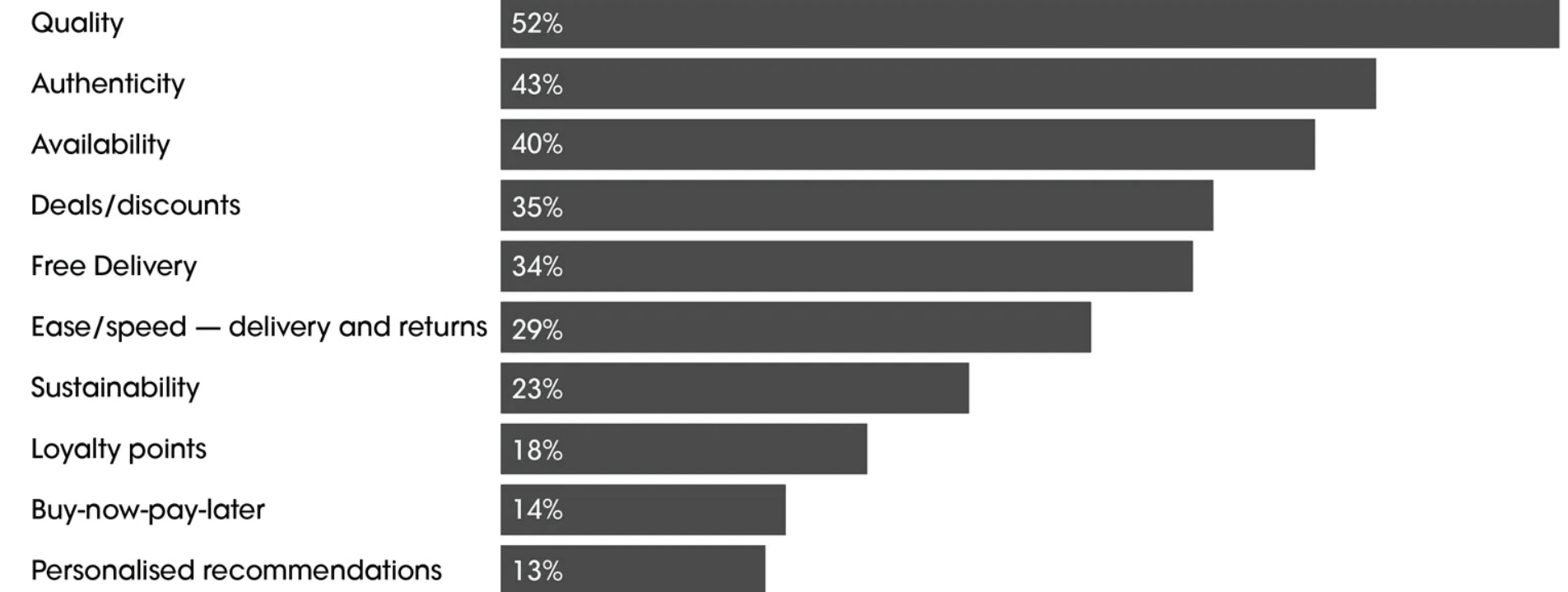
Percentage of shoppers who bought luxury in the past 12 months



DATA SOURCE: RAKUTEN AND VOGUE BUSINESS SURVEY OF VOGUE AND GQ READERS

© VOGUE BUSINESS

Factors influencing US luxury shoppers' luxury purchases

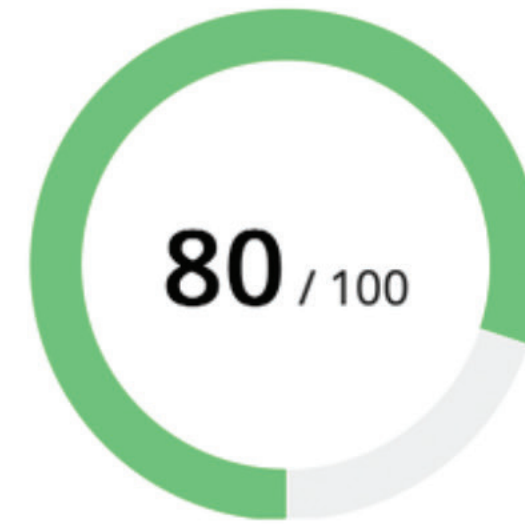
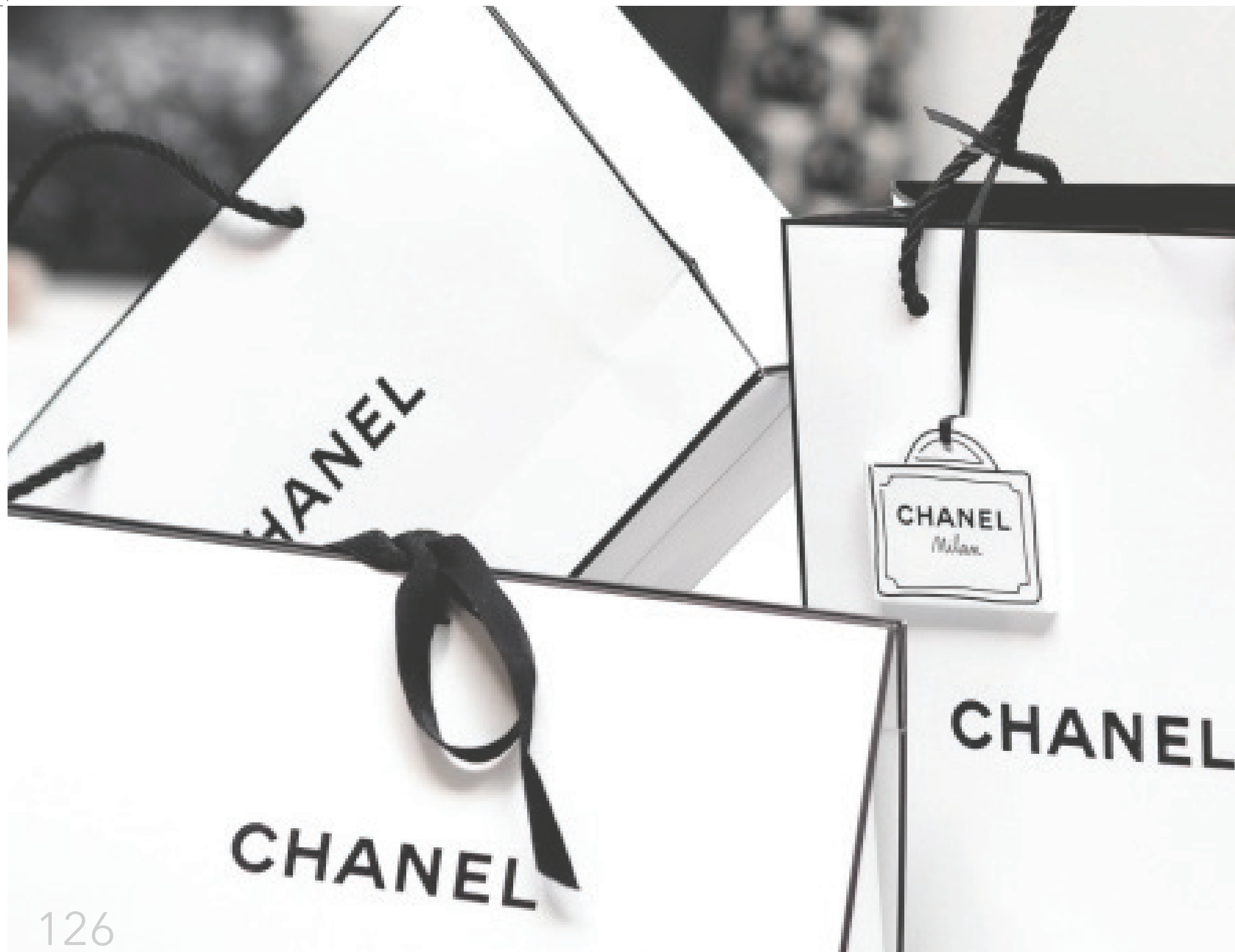


August 2022, n=1042

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Customer Satisfaction





- Very Satisfied
- Satisfied
- Neither Satisfied nor Dissatisfied
- Dissatisfied
- Very Dissatisfied

CHANEL Customer Satisfaction (CSAT) Score

Customer satisfaction with Chanel is generally high, reflecting strong appreciation for the brand's craftsmanship, heritage, and exclusivity. Many consumers express satisfaction with the quality and luxury feel of Chanel products, such as handbags, fragrances, and cosmetics.

Improving Customer Satisfaction

Chanel is seen as a more mature, mainly a women centric brand but chanel transformed women's fashion in the 90's. The brand has transended the down period of the luxury industry and has a relatively high customer satisfaction rating, it can always improve. The 21st Century is the era of innovation and inclusion and based on customer's online feedback, inclusion and brand customer relationship could be a key area of improvement for the brand. Customers stated that in-store customer service was lacking and change of management at the top has caused the brand to loose it top down customer focus. Some even stated that they prefer shopping in a authorized Chanel retailer such as Nordstrom or Neiman Marcus due to better customer serice. While the brand prefers a dominant relationship over its customers, but there's few things that can make up for multiple notably bad in store experiences. Chanel could be more attentative to the experiences of their customers, especially in store.



Chanel as a Star Brand





Why Chanel is a Star Brand

Multiple product categories

Global recognition and presence

Strong aspirational appeal (use of celebrities)

Premium and accessible products

Augmenting Star Brand Status

Beauty Sector Excellence Expansion

Build on Chanel's strong reputation in luxury beauty to become even more dominant in makeup, skincare and fragrances

Quality Control and Enhancement

Address consumer quality concerns of products. Combat the drop in quality, improving customer experience and satisfaction as a result.

Strategic Digital Innovation

Bridge the digital gap while maintaining brand exclusivity and image

Based on Chanel's current brand status, areas for improvement, current industry trends, and future trend predictions, these are the three proposed focus areas for the next ten years

Beauty Sector Excellence Expansion

- Chanel's prestige beauty earned \$6.5 billion in revenue in 2023 and saw growth into 2024 (Forbes)
- Beauty is a successful downward brand extension
- Provides an opportunity to further grow e-commerce and sustainability which in turn can grow and diversify **brand awareness**
- Diversify product assortment

Quality Control and Enhancement

- 100s of online threads and reviews from core and aspirational customers within the last year shared the consensus that Chanel's product quality and customer satisfaction have dropped off
- Chanel has lost their "customer focus" from the top down
- The drop in quality can potentially hurt the brand image and revenue.
- Restoring the quality to its former peak quality will protect the brand image and reassure consumers of the brand commitment to them, renewing **brand loyalty** and insuring positive **brand association**

Strategic Digital Innovation

- Innovate e-commerce to align with the image and needs of Chanel
- "The companies proving more resilient in luxury e-commerce don't try to be everything to everyone, focusing instead on serving a defined audience." (Bain)
- Example: new Chance Chanel perfume campaign that resembles the metaverse and accompanying mobile game, it received positive feedback and was not done for a core iconic product such as classic flap, N5, etc.
- high-tech, innovative ad for a non-core product that can be purchased online can help reach a younger audience without compromising brand image, increasing **brand awareness**



CHANEL



Strategy Overview





Purpose

Contribution to Society Pursuit of Excellence

Vision

Pushing the boundaries of luxury with sustainability, digital innovation and inclusivity while maintaining timeless elegance and innovation

Inclusivity

Praised for their Inclusive efforts to promote diversity. They create opportunities for people from overlooked neighborhoods as well as focusing on women's success and equality in the workplace.

Mission

Reduce its own emissions by 50% by 2030 and reduce supply chain emissions by 40% per unit sold by 2030, in comparison to 2018.

Chanel's future vision positions the brand as a leader in luxury sustainability, combining its legacy of timeless elegance with a commitment to environmental responsibility and innovation. By setting ambitious goals to reduce its own emissions by 50% and supply chain emissions by 40% per unit sold by 2030, Chanel is prioritizing a sustainable future. The brand's mission to integrate sustainability with excellence underscores its dedication to not only preserving the planet but also elevating the luxury experience. With a focus on digital innovation and inclusivity, Chanel will continue to push boundaries while maintaining its heritage of refinement, ensuring long-term relevance in a changing world.

Product



Sustainable Fabrics

Personalised Products

High Tech Fashion

Chanel's product offerings will likely evolve with a strong emphasis on sustainability, personalization, and high-tech fashion. Sustainable fabrics will become central to Chanel's collections, focusing on eco-friendly materials that align with its environmental goals, such as organic cotton, recycled fibers, and innovative textiles that reduce environmental impact. Personalized products will cater to consumers seeking unique, bespoke experiences, offering customization options that reflect individuality. Additionally, high-tech fashion, incorporating wearable tech and smart textiles, may blend seamlessly into Chanel's designs, merging cutting-edge innovation with luxury and ensuring the brand remains at the forefront of modern luxury fashion.



People

At Chanel, the people behind the brand are as integral to its identity as its founder, Gabrielle Chanel, whose vision continues to shape its essence. The brand maintains a strong French connection, embodying the nation's craftsmanship, elegance, and cultural influence. Handcrafted products reflect the dedication of skilled artisans who bring each creation to life, preserving the legacy of meticulous attention to detail. Women inside and outside the brand continue to drive its success, embracing empowerment and innovation and Chanel should look to continue to do that through the next several years. Chanel's brand rituals, such as personalized customer experiences and timeless designs, honor Gabrielle Chanel's enduring influence, ensuring her spirit remains alive within the brand.

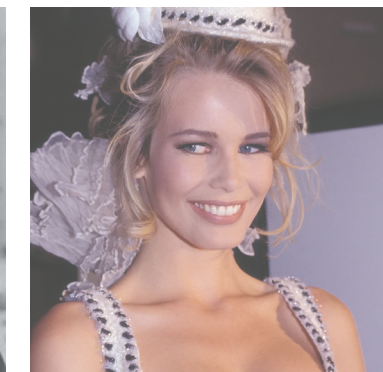
Chanel is known for:

- Strong French Connection
- Hand Crafted Products
- Women inside and outside the brand
- Brand Rituals

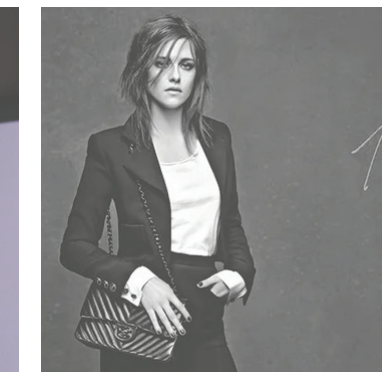
Iconic Chanel Faces Besides Coco



Marilyn Monroe



Claudia Schiffer



Kristen Stewart



Margot Robbie



Placement

310 boutiques worldwide

Authorized retailers

Department Stores

Resale Market

Chanel's online presence is purely for marketing, not purchasing. Chanel creates value through having precisely placed locations (cumulative attractiveness) where exclusivity is emphasized and only employing quality personnel who can deliver the luxury experience and reflect the brand.

Product placement: The CC logo (centered horizontally & vertically) and the lock is perfect for recognizing the brand and ensuring their authenticity.

Coherence with brand purpose: Focus on people, environment, and the arts

Looking to the next ten years:

Chanel should implement beauty sector excellence expansion, customer experience enhancement, and strategic digital innovation through placement in several ways. Beauty sector growth coupled with digital innovation will trigger growth in e-commerce. Things like in-store events and experiential pop-ups will improve customer experience and foster new areas of brand and product placement. Finally, by strategically placing digitally innovative ads and marketing, Chanel can occupy the minds of a younger consumer base.



Promotion

Chanel promotes the autonomy of women. Women are at the heart of everything the brand does. The brand helps every woman shape their own destiny.

Chanel promotes itself as star brand

Aesthetic: Simple but audacious

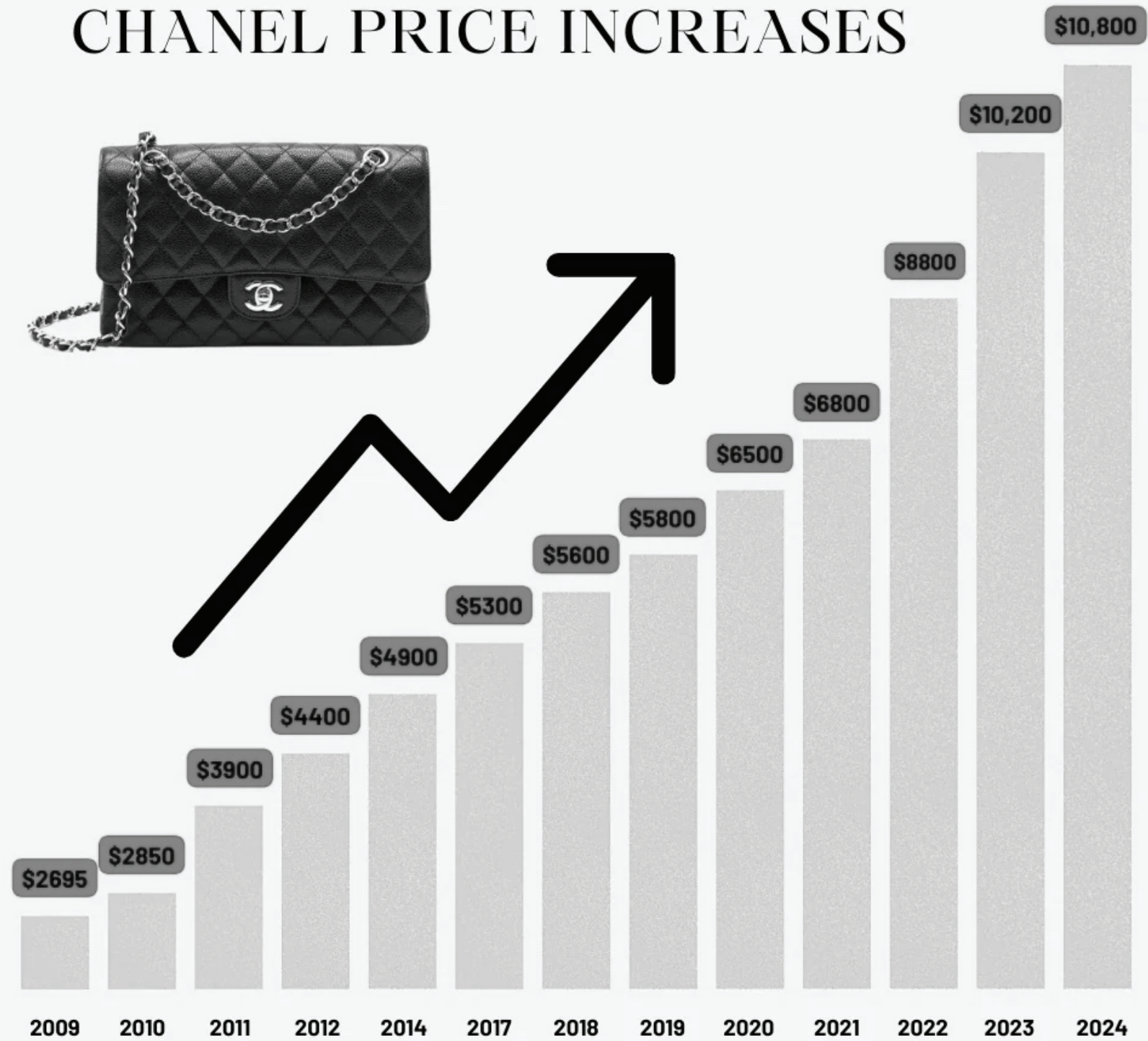
Symbolic: Elegance and empowerment

Investment value: Increases overtime

Emotional value: The most emotionally intelligent brand

Looking into the future, Chanel should continue to promote itself as the empowering star brand it is to allow the brand to continue capitalizing on its sought-after heritage. The brand can use strategic digital innovation in ads and marketing to promote itself to a younger generation and promote sustainability growth across all categories to capitalize on the newfound importance of the ideal.

CHANEL PRICE INCREASES



Price

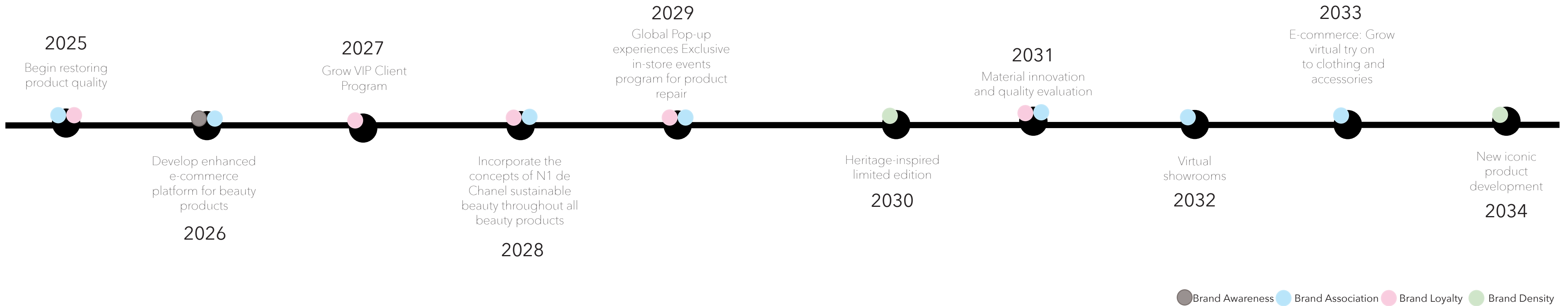
Luxury Pricing with Lower Brand Extensions

- Majority of products (handbags) at medium-higher level price (\$3500-11500)
- Beauty/skincare lines reach all Chanel consumers while also letting lower-income consumers have access to the brand reflected by a lesser price (\$50-200).
- Prices based on quality, increases, consistency, and distribution

Price Control

Chanel prices have been steadily rising, specifically for the Classic Flap purse and similar bags. While the brand's pricing is overall adequate, this is one area/product that could improved. Consumers are purchasing Chanel's products at their current price as sales grew in 2023 (a luxury downperiod). However, at some point, customers will inevitably begin to question the cost and second-guess their purchase. If there is no drastic change in the product, quality, and availability, it becomes hard to convince consumers to purchase it at a higher price point. The Classic Flap currently retails on Chanel's original market for over \$10,000. This is a few thousand more expensive than even a few years ago. The rise may not affect core/loyal customers, but those every once in a while customers in the market for a new handbag (but don't care if it's from Chanel) are who the brand is potentially turning away.

Next Ten







Conclusion

Chanel has a strong, iconic brand image closely linked to its history and heritage. This is key to factor into all decisions for the brand's future success. With the brand image and heritage in mind, strategic opportunities exist to strengthen the brand's equity in beauty, product, and digital innovation. Done correctly, the augmentation in these three categories can help propel Chanel to another ten years of success.



N°5
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CHANEL

A woman with voluminous dark curly hair is the central figure, wearing a black strapless dress. She is adorned with Chanel jewelry, including a pearl necklace, a diamond necklace, and two black bangles with the Chanel logo. She is leaning forward, resting her hands on a dark surface. The background is a light-colored wall with horizontal lines.

