



CELINE

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CELINE

STRATEGIC PLAN FOR BRAND AUGMENTATION

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INDEX

01	CELINE'S FOUNDING CONTEXT	06-09	12	MARKET FORECAST/ FOOTWEAR	40-45
02	EVOLUTION OF CELINE	10-13	13	MARKET FORECAST/ JEWELRY	46-51
03	FOUNDING PRINCIPLES	14-15	14	MARKET FORECAST/ CELINE MAISON	52-59
04	CELINE'S MARKET POSITION	16-17	15	MARKET FORECAST/ ACCESSORIES	60-65
05	CELINE'S EQUITY FRAMEWORK	18-19	16	MARKET FORECAST/ BEAUTE & HAUTE PARFUMERIE	66-75
06	AAKER'S MATRIX	20	17	10 YEAR STRATEGIC PLAN	76
07	KAPFERER'S PRISM	21	18	CELINE'S EQUITY FRAMEWORK	80-81
08	TRIBAL MARKETING	22-23	19	STRATEGY TIMELINE	82-87
09	10 YEAR'S MARKET FORECAST	24-75	20	SOURCES	88
10	MARKET FORECAST/ LEATHER GOODS	26-33			
11	MARKET FORECAST/ APPAREL	34-39			

CELINE'S FOUNDING CONTEXT

France
in 1945

PESTA
Analysis

1. POLITICAL

After the Nazi occupation of France from 1940 to 1944, the country entered a period of state-directed recovery that emphasized centralized planning and cultural restoration as a means to reestablish national order. During this time, the French government promoted the idea of women as “consumer citizens,” framing them not as political actors but as contributors to the domestic economy. Policy and planning efforts encouraged women to fulfill their civic duty by shopping, managing households, and supporting the economy from home, rather than disrupting traditional gender hierarchies. It was in this context that Celine was founded in 1945 as a bespoke children’s shoe brand catering to Parisian bourgeois mothers—subtly reinforcing the state’s narrative that celebrated tasteful domesticity, family responsibility, and understated economic participation. The brand’s focus on practical luxury mirrored the government’s push for modernization through stable gender roles and restrained consumption.

2. ECONOMIC

Following the devastation of World War II and the Nazi occupation, France grappled with hyperinflation, food shortages, black-market dependency, and the collapse of the franc. The nation’s economy required stability, moderation, and reconstruction through domestic consumption. To address these challenges, France adopted a centralized recovery strategy, guided by the Monnet Plan and bolstered by U.S. financial aid through the Marshall Plan (1948–51). In exchange, the United States promoted capitalist, consumer-oriented economies across Western Europe, reinforcing France’s shift toward domestic industry and controlled modernization. As rationing eased and purchasing power gradually improved in the late 1940s and 1950s, French families began to embrace a form of controlled consumerism, marked by practical investments in durable goods such as home appliances, clothing, and children’s essentials. It was in this context of cautious spending and quiet aspiration that Celine emerged in 1945 as a bespoke children’s shoe brand, offering high-quality craftsmanship tailored to the refined tastes of Parisian bourgeois families.



A group at Allied Supreme Headquarters reads the V-E Day edition of the Maple Leaf in Paris, May 11, 1945.



Adolf Hitler in front of the Eiffel Tower in Paris shortly after signing an armistice with France, June 1940.



Jean Monnet and the blueprint for rebuilding France.



German soldiers with Parisian women, 1942.



Buying soap on the black market, postwar Paris, 1946 — Barbara Laage and a young girl navigate daily life under rationing.



Paris, 1950 — Postwar mobility on the rise.

3. SOCIAL

The postwar baby boom reinforced a societal ideal that emphasized early marriage and motherhood, shaping a generation of women whose identities were expected to revolve around family and domestic life. In this cultural landscape, women gained social respect not through public presence but through how they dressed, decorated their homes, and consumed goods. Consumption became a primary mode of self-expression, with managing one's appearance, home aesthetics, and child-rearing emerging as key indicators of femininity and social status. Celine responded to the lifestyle needs of urban bourgeois mothers by offering elegant, durable products that fit seamlessly into their daily routines. The brand came to embody a new ideal of modern womanhood—refined, orderly, and capable—projecting an image of a woman who balanced care, control, and class through her wardrobe and purchasing choices. As fashion consciousness and brand appreciation grew throughout the 1950s and 1960s, Celine capitalized on this cultural shift, expanding its offerings beyond children's shoes into broader lifestyle products, solidifying its place in the evolving world of modern luxury.

4. TECHNOLOGICAL

In postwar France, a controlled credit system encouraged women to shop modestly, avoid debt, and support the economy through the purchase of domestic goods like appliances, reinforcing a modern consumer lifestyle rooted in household responsibility. As public transportation improved and car ownership increased in urban centers such as Paris, women became more mobile, prompting a demand for accessories and footwear suited to their active lives. At the same time, the rise of department stores and boutique-style retail formats created new physical spaces for brands like Celine to grow. These modern retail environments emphasized display and visual merchandising, aligning with Celine's evolution from a small workshop into a recognizable Parisian brand that embodied the aspirations of the stylish, capable postwar woman.



In the postwar years, Paris reestablished itself as a global art capital, drawing artists from around the world who sought creative freedom and cultural exchange.



Painter Marie Raymond with her Post-War Avant Garde Painting In Paris.

5. ART & LITERATURE

Postwar France experienced a dual cultural revival: on one hand, a return to traditional femininity through Christian Dior's New Look in 1947, and on the other, a resurgence of modernist and minimalist art led by figures like Picasso, Matisse, and American artists who relocated to Paris, such as Ellsworth Kelly and Joan Mitchell. As Paris began to reclaim its status as a global artistic hub, it attracted modernist and abstract artists who challenged visual conventions, even as mainstream fashion embraced structured opulence. Simultaneously, intellectual life was animated by existential themes of freedom, alienation, and reconstruction, shaped by influential thinkers like Jean-Paul Sartre and Simone de Beauvoir. In this cultural landscape, Celine's early phase (1945–1959) focused on bespoke children's shoes for bourgeois Parisian families, aligning with postwar ideals of order, function, and discretion. Though not yet a fashion-forward voice, the brand subtly reflected the broader aesthetic climate of tasteful restraint, fitting neatly into an era defined by both creative experimentation and traditional refinement.

THE EVOLUTION OF CELINE

1945



FOUNDED AS A CHILDREN'S SHOE BOUTIQUE

Celine Vipiana founded a made-to-measure children's shoe brand in Paris, catering to the needs of bourgeois families. Its unique focus on custom footwear set it apart in postwar Paris, where practicality, elegance, and discretion were valued—laying the foundation for early brand recognition and future growth.

1948



OPENED FIRST BRICK & MORTAR STORE IN PARIS

Celine offered a distinctive shopping experience that emphasized personalized service and meticulous attention to detail, reinforcing its reputation for quality and refinement.

1960



EXPANSION INTO WOMEN'S FASHION

Celine transitioned into women's ready-to-wear and accessories, introducing luxe sportswear that reflected a strategic shift in line with the evolving role of women and modern expressions of femininity.

1964



EXPANDED INTO FRAGRANCE & LEATHER GOODS

Celine launched its first fragrance, Vent Fou, and introduced the American Sulky accessory collection, featuring leather bags, belts, and more with an equestrian aesthetic. The trench coat soon emerged as the brand's signature product.

1968



OPENED LEATHER GOODS FACTORY IN FLORENCE, ITALY

Rising demand for leather goods led Celine to emphasize Italian craftsmanship and superior quality, reinforcing its position in the luxury market.

1973



INTRODUCTION OF THE INTERLOCKED "C" LOGO

Celine introduced its interlocked "C"s logo, inspired by the chains around the Arc de Triomphe. The iconic emblem reinforced the brand's identity, symbolizing timeless Parisian elegance.

1987



LVMH BUYS CAPITAL

In 1987, LVMH acquired significant capital in Celine and took control of all 89 stores, marking a major step in the brand's expansion and integration into the luxury conglomerate.

1996



LVMH ACQUIRES CELINE

Through a \$540 million deal, LVMH amplified Celine's global visibility, leveraging its resources to expand retail presence and increase brand density worldwide.

1997-2004



MICHAEL KORS TAKES OVER AS CREATIVE DIRECTOR

Following the death of Celine Vipiana in 1997, Michael Kors took over as creative director, aiming to establish Celine as a contemporary luxury icon. His vision infused the brand with a sense of modern glamour and elevated sophistication.

2008-2017



PHOEBE PHILO'S CREATIVE DIRECTION

Phoebe Philo, previously at Chloé, took over creative direction at Celine and revitalized the brand with her signature minimalist approach, emphasizing wearable luxury. Her vision cultivated a loyal customer base and firmly associated Celine with modern, understated elegance. Under her leadership, the brand also saw the rise of cult-favorite "It bags," further cementing its influence in contemporary fashion.

2018-2024



HEDI SLIMANE'S TENURE

Hedi Slimane, formerly of Saint Laurent, brought an edgy, rebellious style to Celine's creative direction. He rebranded the house by introducing menswear, unveiling a new logo, and shifting the aesthetic toward a youth-centric vision. With a strong focus on expansion in Asia, his tenure increased brand awareness and attracted a younger demographic, reshaping Celine's identity and cultural associations.

2025



MICHAEL RIDER AS CREATIVE DIRECTOR

Michael Rider, formerly senior design director at Celine under Phoebe Philo and creative director of Polo Ralph Lauren, was chosen as Celine's new creative director. Known for his minimal, understated aesthetic, Rider brings a refined elegance and timeless design sensibility to the brand.



FOUNDING PRINCIPLES

MISSION

Celine's mission is to embody refined elegance through timeless design, minimalist aesthetics, and exceptional craftsmanship, offering modern luxury that balances sophistication, functionality, and quiet confidence.

VISION

Celine's vision is to empower individuality through refined, timeless style, deeply rooted in the authentic spirit of Paris.

CORE VALUES

01 HIGH QUALITY PRODUCTS

To produce high-quality, functional pieces that embody exceptional savoir-faire, with a focus on premium materials and refined tailoring.

02 INTEGRITY AND ETHICAL CONDUCT

To produce high-quality, functional pieces that embody exceptional savoir-faire, with a focus on premium materials and refined tailoring.

CORE VALUES

03 EXCEPTIONAL SAVOIRE-FAIRE

To produce high-quality, functional pieces that embody exceptional savoir-faire, with a focus on premium materials and refined tailoring.

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CELINE'S MARKET POSITION

SWOT Analysis

STRENGTHS

High-Quality Products: Focus on premium materials, refined tailoring, and attention to detail.
Savoir-Faire: Employing artisanal production methods that have been passed down through generations.
Loyal Customer Base: A dedicated clientele built through the years.
Strong Brand Reputation: Well-established prestige in the luxury market
Understated Presence: The quiet presence has well-preserved its exclusivity that is craved by their target audience.

OPPORTUNITIES

Improve Disclosure: Clearly disclose responsible, ethical, and transparent practices to support brand claims.
Better Online Experience: Enhance the website for smoother shopping and improved customer experience.
Sustainable practices: Implement sustainable practices across all levels of the brand over time.
In-store Immersive Experience: Host curated in-store consultations for loyal consumers to improve engagement without traditional advertising.

WEAKNESSES

Website: Not User-friendly and lacks storytelling, leading to poor online experience..
Limited Transparency: Limited clarity and verified information on the brand's ethical, responsible, and transparent practices.
Narrow Product Range: This restricts revenue diversification.

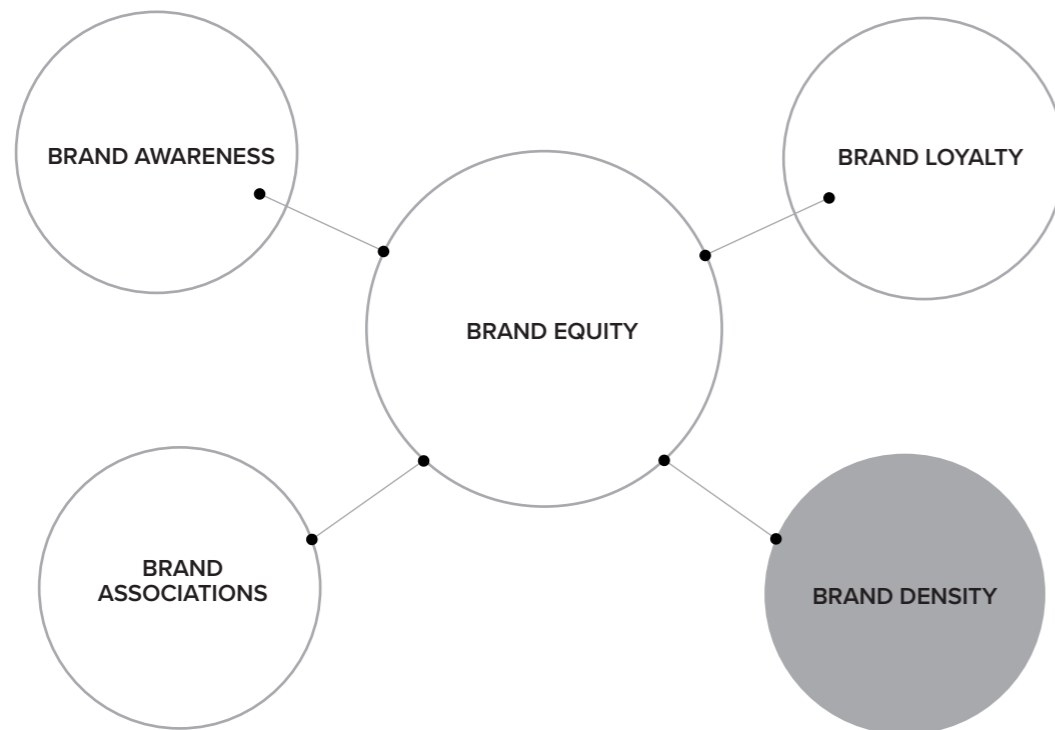
THREATS

Sustainability concerns: Rising pressure from younger consumers for eco-friendly practices and sustainable products.
Increased Competition: Intense competition from quiet luxury brands like The Row and Brunello Cucinelli.
Economic Fluctuations: Economic downturns across regions can affect consumer spending in the luxury segment.
Credibility Concerns: Limited verified information on ethical practices may cause emerging consumers to question the brand's credibility.

BRAND EQUITY MODEL

Equity Framework

Four Pillars



1. BRAND AWARENESS

Celine enjoys strong global recognition as a heritage French luxury house, rooted in a legacy of refined design and understated elegance. According to 2024 data from Statista, the brand holds 56% awareness among luxury fashion owners in the United States, reflecting its prominent position in the competitive luxury market. Much of this recognition can be attributed to the influential tenure of Phoebe Philo, whose minimalist and modern vision revitalized the brand and attracted a devoted following. Her legacy was carried forward by Hedi Slimane, who introduced a more rebellious, youth-centric edge while maintaining Celine’s core sophistication. Over the years, the brand has built a distinct and cohesive visual identity, enabling signature pieces like the Triomphe Bag, the Luggage Tote, and its oversized sunglasses to be instantly recognizable—even in the absence of overt logos. This subtle yet powerful branding approach has helped solidify Celine’s status as a symbol of quiet luxury and enduring style.

2. BRAND LOYALTY

Celine boasts a strong repeat customer base, particularly among fashion enthusiasts and affluent individuals who value timeless design and quality craftsmanship. Iconic products such as the Classic Box Bag, Triomphe Bag, and Celine sunglasses have garnered a loyal following, with the brand cultivating deep consumer trust through years of consistent quality and refined aesthetics. For many, owning a Celine piece is not just a purchase but a long-term investment and an extension of personal style. According to 2024 data from Statista, the brand enjoys a 6% loyalty rate—modest in number but reflective of a highly engaged, elite group of return clients who contribute significantly to Celine’s overall revenue and brand strength.

3. BRAND ASSOCIATIONS

Since its inception, Celine has been synonymous with the effortless French aesthetic and understated elegance that defines Parisian style. The brand is renowned for its precise tailoring, high-quality materials, and timeless silhouettes that transcend seasonal trends. Celine’s commitment to craftsmanship and refined simplicity has positioned it as a go-to label for individuals seeking luxury that speaks softly but powerfully. Its designs embody a quiet confidence—balancing modern sophistication with minimalist sensibilities and a touch of youthful edginess. Whether through impeccably cut blazers, structured handbags, or sleek sunglasses, Celine offers pieces that feel both elevated and wearable, appealing to those who value authenticity, longevity, and a sense of individuality in their wardrobe. This distinctive blend of subtle luxury and forward-thinking design has helped Celine maintain its relevance across generations and global fashion capitals.

4. BRAND DENSITY

Celine, as a quintessential quiet luxury brand, has deliberately avoided overt logos and trend-driven designs, a strategy that has played a key role in cultivating its exclusive and aspirational image over the years. Rather than relying on mass visibility, the brand has built its allure through subtlety, restraint, and timeless appeal. Even as Celine has expanded into a wide range of product categories—including ready-to-wear, leather goods, accessories, and fragrance—it has managed to preserve its brand density through high price points, limited distribution, and minimal mass marketing. This sense of rarity feels authentic and earned, rather than manufactured. At the heart of Celine’s identity lies exceptional craftsmanship, which speaks louder than logos and drives a deep emotional connection with consumers. The brand has fostered a loyal following of individuals who value discretion, quality, and cultural awareness—those who prefer being in-the-know to being seen. This understated approach continues to define Celine’s position in the luxury landscape as a brand of quiet confidence and enduring relevance.

AAKER'S MATRIX



BRAND AS A PRODUCT

1. High-Quality
2. Luxurious Feel
3. Versatile
4. Minimal
5. Clean
6. Artisanal
7. Detailed



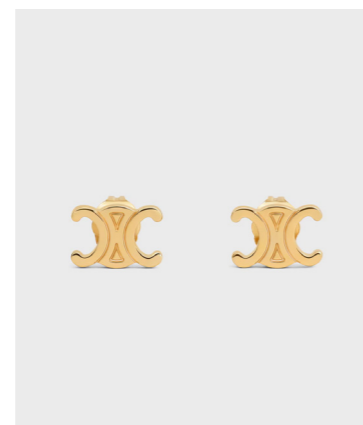
BRAND AS AN ORGANIZATION

1. Innovative
2. Heritage meets modernity
3. Autonomous
4. Valuable
5. Successful



BRAND AS A PERSON

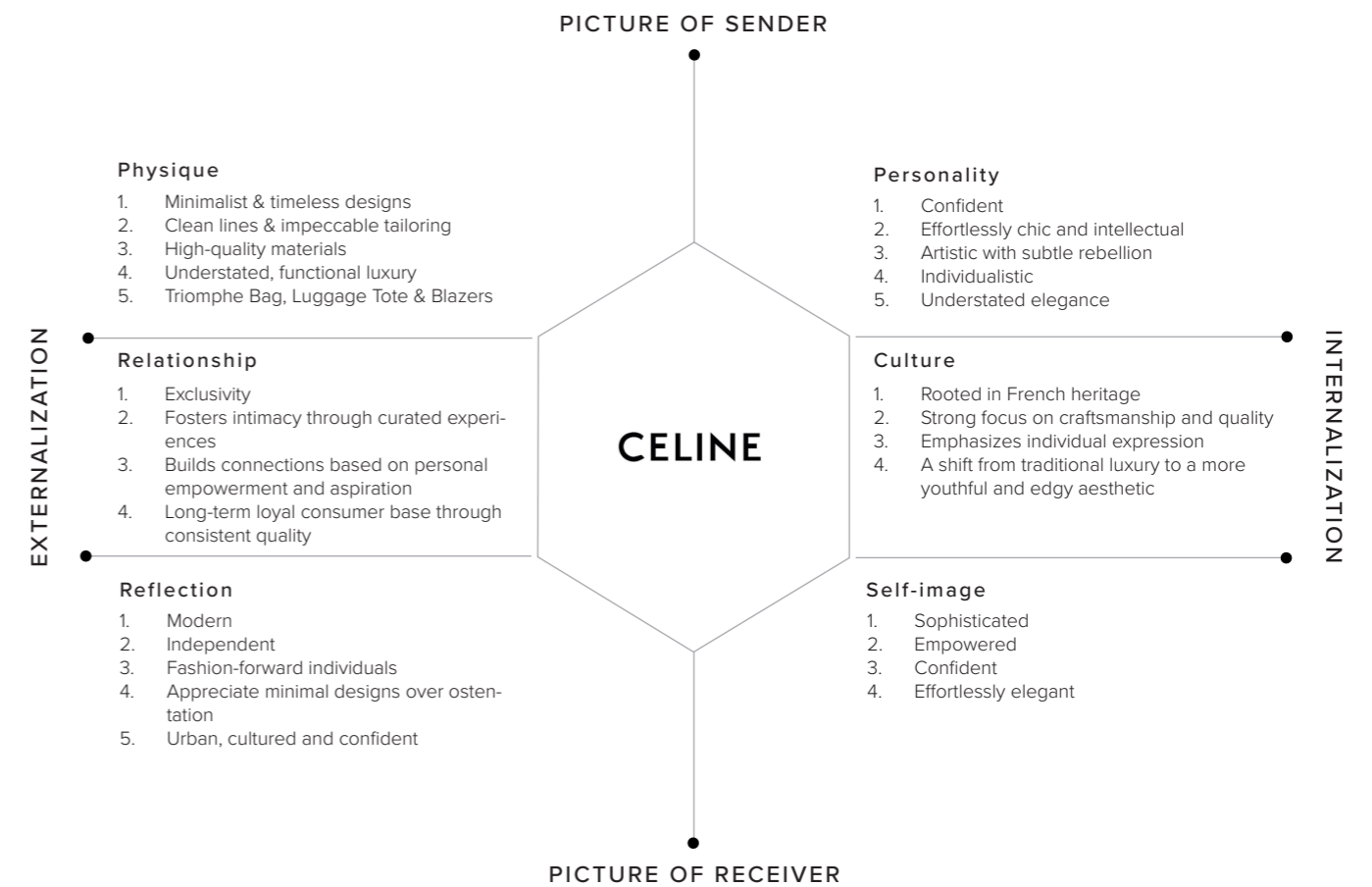
1. Authentic
2. Intellectual
3. Creative
4. Independent
5. Self-assured
6. Effortlessly stylish
7. Reserved



BRAND AS A SYMBOL

1. Black and White (brand visuals)
2. Triomphe Motif
3. Neutral color palette
4. Clean and bold aesthetic

KAPFERER'S PRISM



TRIBAL MARKETING

Marketing
Framework

Four
Pillars



Celine's Unique Revelation

Celine redefines luxury by proving that it doesn't need to be loud—it reveals itself through impeccable craftsmanship, timeless design, and cultural depth. This philosophy is reflected across all touchpoints of the brand: from thoughtful creative direction and minimal branding to a subtle marketing strategy and restrained, one-way communication on social media. Even in its product design, Celine embraces quiet elegance over flashy statements. The brand reinforces the belief that true sophistication is felt, not flaunted—placing emphasis on emotional resonance, self-expression, and the understated power of quiet confidence rather than overt logo-driven messaging.

Celine's Belief System

Celine operates on a foundation of integrity, craftsmanship, and responsibility, guided by values deeply rooted in the broader LVMH ethos. According to LVMH, "Les Ateliers CELINE are the custodians of unique savoir-faire passed on over generations, working with exquisite certified materials to make exceptional pieces." This commitment to heritage craftsmanship is matched by a dedication to ethical conduct. Celine upholds the LVMH Code of Conduct, emphasizing the highest standards of integrity, respect, and engagement in daily business practices around the world. Additionally, the brand enforces its values across its supply chain through the CELINE Suppliers' Code of Conduct, which mandates compliance and requires suppliers to seek prior approval before outsourcing any part of their operations—ensuring transparency, accountability, and alignment with Celine's standards of excellence.

Brand Rituals

Celine has cultivated a distinct culture of exclusivity and intimacy through brand rituals established during Hedi Slimane's tenure as creative director. Under his leadership, the brand began hosting private, by-invite-only events that have since become a signature tradition. Attended by some of the most influential figures in fashion and Celine's high-profile clients, these gatherings reflect the brand's commitment to maintaining an air of mystery and refinement. More than just events, they serve as curated experiences that reinforce Celine's elevated positioning and its ethos of quiet luxury—where intimacy, exclusivity, and cultural cachet define the brand experience.



Distinctive Lexicon

Celine's brand language is deeply embedded in its design choices and visual identity, creating a recognizable and cohesive aesthetic. This lexicon is expressed through clean lines, boxy blazers, impeccable tailoring, and an understated color palette—all hallmarks of the brand's minimalist approach. Timelessness is central to Celine's communication, particularly through its iconic bags like the Triomphe and the Classic Box Bag, which have become emblematic of the brand itself. The logo, inspired by the Arc de Triomphe, serves as a powerful visual cue, reinforcing Celine's Parisian heritage and elegance. Altogether, Celine's language can be described as confident, minimalist, and unapologetically quiet—speaking volumes without ever needing to shout.





10 YEARS MARKET FORECAST

Market
Analysis

Trend
Forecasting

01/ LEATHER GOODS

05/ CELINE MAISON

02/ APPAREL

06/ ACCESSORIES

03/ FOOTWEAR

07/ BEAUTE

04/ JEWELRY

08/ HAUTE PARFUMERIE

LEATHER GOODS



Source: Statista

MARKET SIZE

Global Leather Goods Industry
US \$282.7bn
Luxury Leather Goods Industry
US\$76.13bn in 2025

GROWTH RATE

Global Leather Goods Industry
6.7% (CAGR)
Luxury Leather Goods Industry
4.50% (CAGR 2025-2029)

KEY SUCCESS FACTORS

01

Tight control of craft & distribution

Celine’s bags are crafted in brand-operated ateliers located in Italy, France, and Spain, ensuring meticulous attention to detail and consistent quality. Through LVMH’s vertical integration, the brand secures premium calfskins and maintains full control over materials and production standards. Celine primarily follows a direct-to-consumer boutique model, with limited wholesale partnerships. This strategy helps preserve brand scarcity, uphold pricing power, and results in fewer markdowns compared to many of its competitors.

02

Iconic house codes

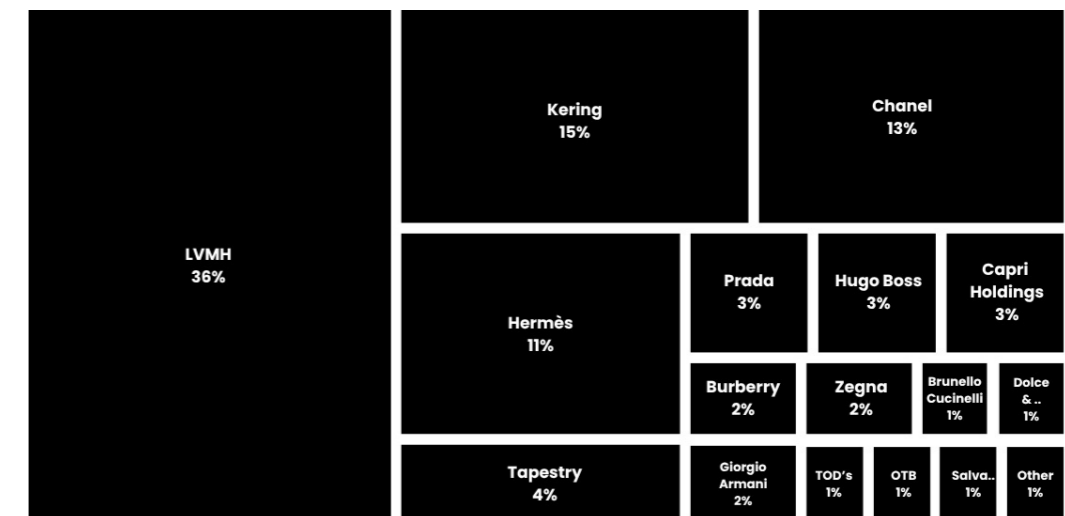
The Triomphe clasp, revived from Celine’s 1970s archive, offers instant brand recognition without the need for loud logos, perfectly aligning with the rise of the “quiet luxury” movement. Timeless silhouettes such as the Triomphe, Classic Box, and Ava bags not only retain strong resale value but also appeal across generations, helping to sustain steady demand even during slower market cycles.

03

Investment Resale Value

Celine’s leather goods consistently outperform competitors on the secondary market, with average value retention rates exceeding 60% on resale platforms like The RealReal and Vestiaire Collective. This strong performance reinforces their reputation as “wear-today, sell-tomorrow” assets, boosting buyer confidence and further solidifying the brand’s status in the luxury resale ecosystem.

MAJOR PLAYERS



Source: Statista



BOTTEGA VENETA



CHANEL



HERMES



THE ROW

MAJOR PLAYERS & THEIR COMPETITIVE ADVANTAGE

01

BOTTEGA VENETA

1. Signature weave (Intrecciato) means identification without a logo
2. Buzz without Instagram
3. A dedicated factory complex in Vicenza and an internal training academy lock up artisan skills and keep quality consistent

02

CHANEL

1. Pricing power: The Medium Classic Flap jumped from \$5,800 in 2019 to \$10,200 in 2024
2. Closed-door distribution: No third-party e-commerce and tightly controlled boutiques protect the aura and resale values

03

HERMES

1. Vertical Integration: Owning tanneries, hardware makers, and workshops means the brand controls every input.
2. Craftsmanship as a gatekeeper: Artisans train up to two years before touching a Birkin; one bag takes 15-24 hours of hand-stitching

04

THE ROW

1. Silent-marketing: No brand social media and “no-phone” runway shows make attendance itself the status symbol and generate free press
2. Ultra-tight distribution: Two flagship stores and minimal wholesale
3. Cult minimalist icons: Pieces like the Margaux tote and Canal loafer are instantly recognizable to insiders.

FUTURE MARKET TRENDS



Circular & bio-fabricated materials

The plant-based leather market is projected to reach USD \$125 million by 2030, growing at a compound annual growth rate of approximately 8%. According to Vogue Business, former Hermès CEO predicts that alternative leathers could account for up to 10% of luxury sales within the next 20 years. In addition, the upcoming EU Ecodesign law will mandate Digital Product Passports on all bags by 2030, driving the industry toward greater traceability and the adoption of low-impact, sustainable materials. These shifts signal a growing emphasis on transparency and environmental responsibility within the luxury leather goods sector.



Asia-pacific focus

Luxury handbag sales in the Asia-Pacific region are projected to grow at a CAGR of 9.6% from 2025 to 2033, outpacing growth in both the EU and U.S. markets. India's bags segment is also experiencing strong momentum, with a projected CAGR of 10.8% from 2024 to 2031, driven by rising affluence and expanding middle-class consumption. Meanwhile, lower-tier cities in China and Southeast Asia—such as Wuhan and Ho Chi Minh City—are emerging as new luxury hubs, even as broader economic growth in China slows. These trends highlight the region's growing importance in the global luxury market.



Experiential retail

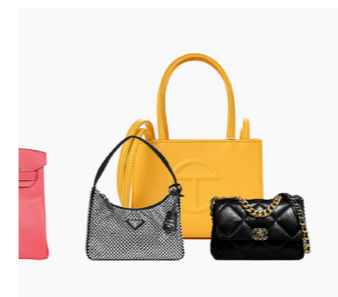
Luxury shoppers spend approximately 30% more per visit in stores that offer immersive services such as art installations and in-store cafés, highlighting the value of experiential retail. Despite the rise of e-commerce, 57% of U.S. luxury buyers still prefer shopping in-store, prioritizing atmosphere and personalized service over pricing. According to Bain, “luxury experiences” are now outpacing product sales growth, as consumers increasingly gravitate toward social, event-driven purchases that offer connection and exclusivity beyond the product itself.

FUTURE CONSUMER TRENDS



Quiet-Status Signalling

The “quiet luxury” aesthetic continues to gain momentum, with a 28% year-over-year growth in 2024 as affluent Millennials and Gen Z increasingly favor understated quality over bold, logo-heavy designs. Google Trends data shows searches for “quiet luxury bag” have quadrupled since 2023, reflecting rising consumer interest in discreet elegance. This trend aligns seamlessly with Celine's low-logo Triomphe hardware, giving the brand a distinct style advantage in an era where subtle sophistication is highly sought after.



Investment Mind-set & Resale Value

Gen Z and Millennials increasingly view luxury bags as financial assets, contributing to the rapid growth of the resale market, which is expected to surpass USD \$85 billion by 2030. The “buy-well, sell-well” mindset now influences one in three purchase decisions, as younger consumers prioritize long-term value and resale potential alongside style.



Craft Transparency & Storytelling

With 67% of luxury brands already piloting Digital Product Passports (DPPs) in anticipation of upcoming EU traceability regulations, consumer expectations around transparency are rising rapidly. Buyers now seek scannable proof of origin, and 31% say they would switch brands if sourcing information is unclear. As a result, behind-the-scenes artisan content has become a powerful loyalty driver, offering consumers a deeper connection to craftsmanship and brand authenticity.

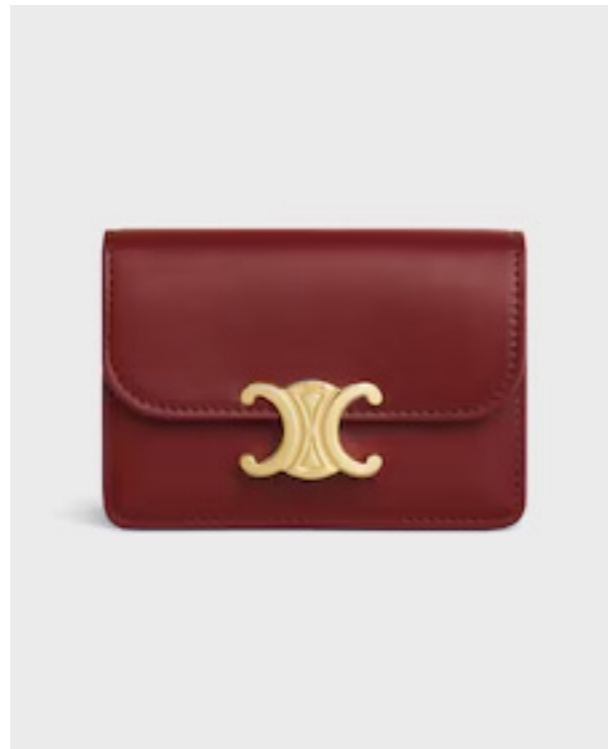


Lifestyle Versatility

Reports highlight growing demand for multi-functional and convertible handbags, such as designs with detachable straps or tote-to-clutch versatility. This “one-bag-for-all-occasions” appeal resonates strongly with urban consumers navigating busy, dynamic lifestyles that blend work, gym, and travel—driving interest in practical yet stylish solutions.



NANO LUGGAGE BAG



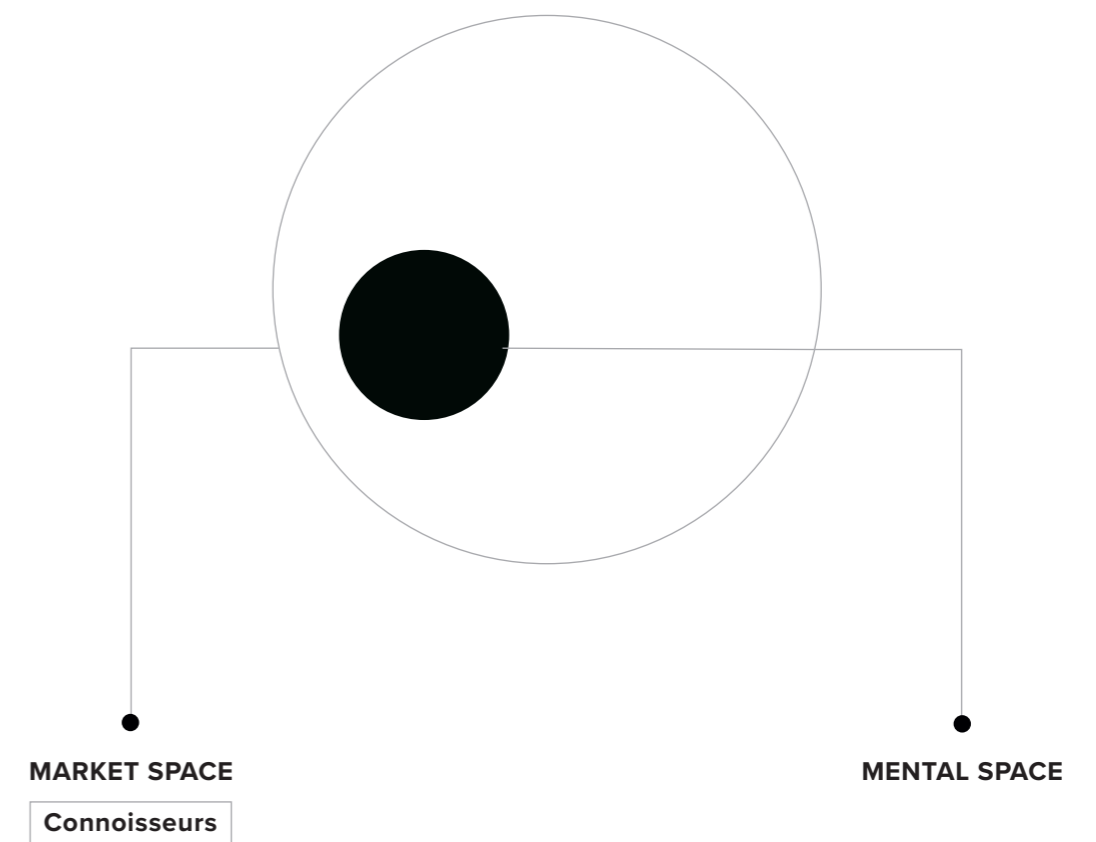
CARD HOLDER WITH FLAP TRIOMPHE



MEDIUM BUCKET BAG IN TRIOMPHE CANVAS AND CALFSKIN

CONSUMER SEGMENTATION

LEATHER GOODS



Demographic

1. Age: 30-55 yrs
2. Profile: HNWI, cosmopolitan women, who view quality Celine handbags as quiet-luxury statements

Behaviors

1. Looking to invest in luxury leather goods
2. Value service and exclusivity
3. Shop online drops, influencer links
4. Compare new vs. authenticated pre-owned

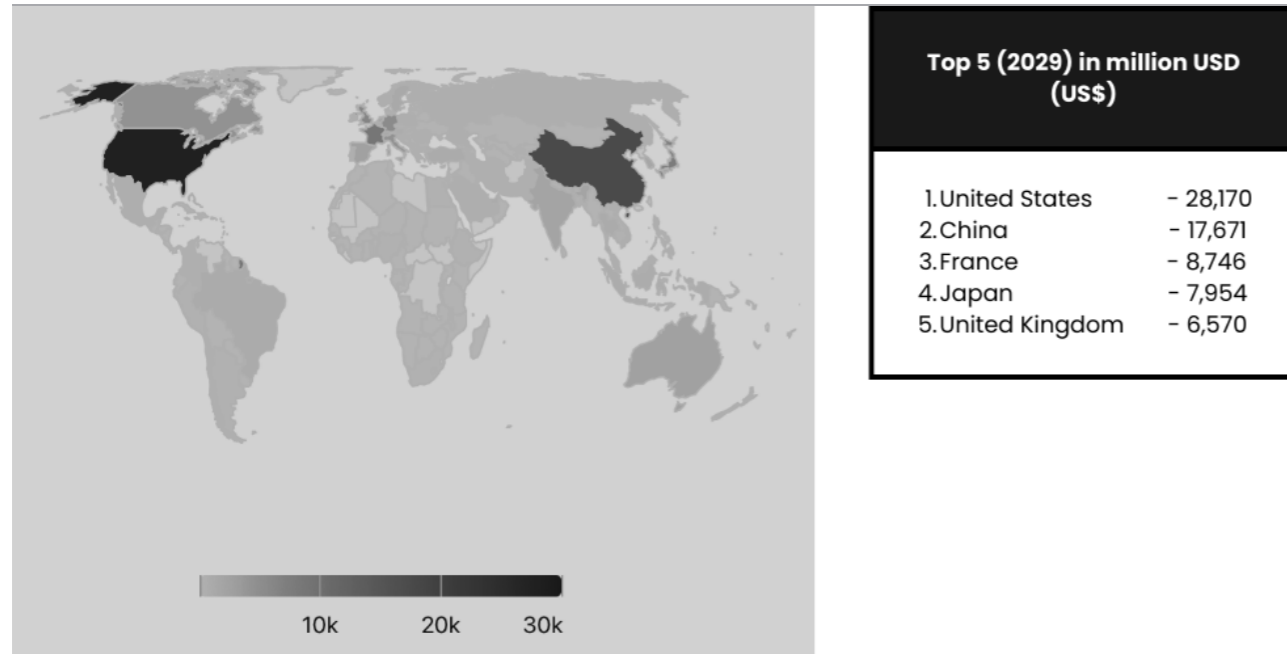
Psychographics

1. Heritage craft over logos
2. Legacy transfer mindset, buy for heirs
3. Risk-averse, discreet; trust maison heritage

Sociographics

1. Old-money networks, private-club memberships
2. Philanthropic galas, art-fair circuit
3. Set quiet-luxury codes peers emulate

APPAREL



Source: Statista

PRESTIGE COSMETICS AND FRAGRANCE - REVENUE

MARKET SIZE

Global Apparel Industry
US\$1.8 tn
Luxury Apparel Industry
US\$110.46bn in 2025

GROWTH RATE

Global Apparel Industry
1.5% (CAGR 2018-2029)
Luxury Apparel Industry
2.87% (CAGR 2025-2029)

KEY SUCCESS FACTORS

01

Creative Continuity with Cultural Edge

Under Hedi Slimane, Celine embraced a sleek, minimalist identity deeply influenced by youth culture, subcultures, and the arts. His runway collections frequently drew inspiration from indie music scenes, skate culture, and 1970s Parisian style, infusing the brand with cultural depth and authenticity—while maintaining a timeless aesthetic that steered clear of fleeting trends.

02

Understated Luxury & Craftsmanship

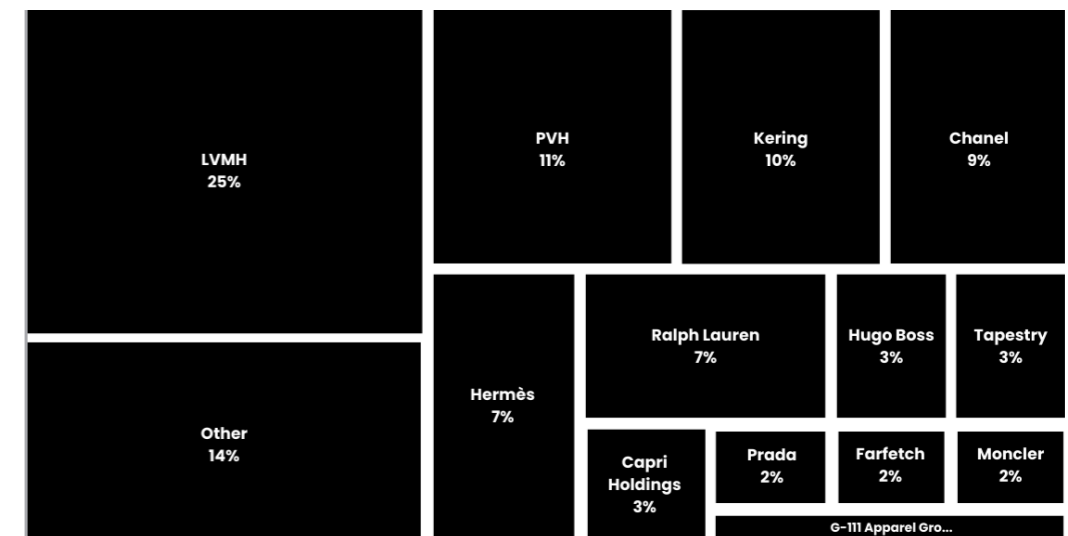
Celine's apparel is known for its refined aesthetic and exceptional craftsmanship. Each piece is tailored with precision and built with timeless construction, embodying the brand's commitment to understated luxury and enduring style.

03

Controlled Digital Expansion

Rather than chasing mainstream visibility, Celine prioritizes curated, high-art digital storytelling that aligns with its quiet luxury ethos. The Celine Portraits series seamlessly blends fashion, photography, and music in a gallery-like format, elevating brand communication into an art form. Even on its website, clothing is presented in flat layouts, drawing attention to form, fabric, and design—highlighting craftsmanship over trend-driven styling.

MAJOR PLAYERS



Source: Statista



SAINT LAURENT



THE ROW



LOEWE



CHANEL

MAJOR PLAYERS & THEIR COMPETITIVE ADVANTAGE

01

SAINT LAURENT

1. Known for its edgy, androgynous glamour, with a strong rock 'n' roll influence.
2. Blends heritage with modern sensuality.
3. It gives it an edge in eveningwear, red-carpet fashion, and cultural visibility.

02

THE ROW

1. Known for its modern minimalism, exceptional tailoring, and luxurious materials.
2. Discreet, logo-free, and elevated essentials.
3. Offers a softer, more meditative alternative to Celine's youth-driven edge.

03

LOEWE

1. Loewe under Jonathan Anderson pushed artistic boundaries, while Celine sticks to a more streamlined, narrow aesthetic.
2. Loewe appeals to creative consumers and younger luxury buyers who want something more experimental.

04

CHANEL

1. Chanel is known for its feminine tailoring, iconic staples like the tweed jacket, camellias, and refined Parisian styling.
2. It has a deep heritage appeal with a strong brand symbolism which gives it a give it broader emotional and cultural relevance

FUTURE MARKET TRENDS



Asia's New Growth Engines

As the global luxury landscape evolves, fashion brands are increasingly turning their attention to mature markets within the Asia-Pacific (APAC) region. Countries like Japan and South Korea are emerging as key growth drivers, thanks to their high fashion literacy, cultural influence, and strong appetite for premium goods. According to recent reports, 63% of fashion executives identify these mature APAC markets as top growth opportunities for 2025, signaling a strategic shift toward regions that combine consumer sophistication with expanding luxury demand.



Customer Engagement Strategies

Offering exclusive experiences is key to building emotional loyalty in the luxury space. Celine can create high-touch moments through private events, personalized services, and behind-the-scenes access that make customers feel seen and valued. Technology plays a critical role in this strategy, with AI and data being leveraged to tailor the customer journey—ensuring each interaction feels personal, relevant, and deeply connected to the brand's refined identity.



Circularity

Luxury fashion is increasingly embracing circular models, with significant growth in secondhand retail, rentals, and resale platforms like Rent the Runway. As consumer demand for sustainability and ethical production rises, brands face growing pressure to adopt eco-friendly materials and implement transparent supply chains. This shift reflects a broader industry move toward responsibility and long-term value, aligning luxury with conscious consumption.

FUTURE CONSUMER TRENDS



Smart fashion

Consumers are increasingly seeking smarter, more personalized shopping experiences, turning to AI-powered sizing tools, virtual try-ons, and smart recommendations that offer greater accuracy, ease, and customization. At the same time, health-conscious individuals and fitness enthusiasts are embracing fashion that integrates wellness, opting for garments embedded with sensors that monitor posture, vital signs, and physical activity. This shift highlights a growing convergence of technology, functionality, and fashion in the luxury space.



Inclusivity & Diversity

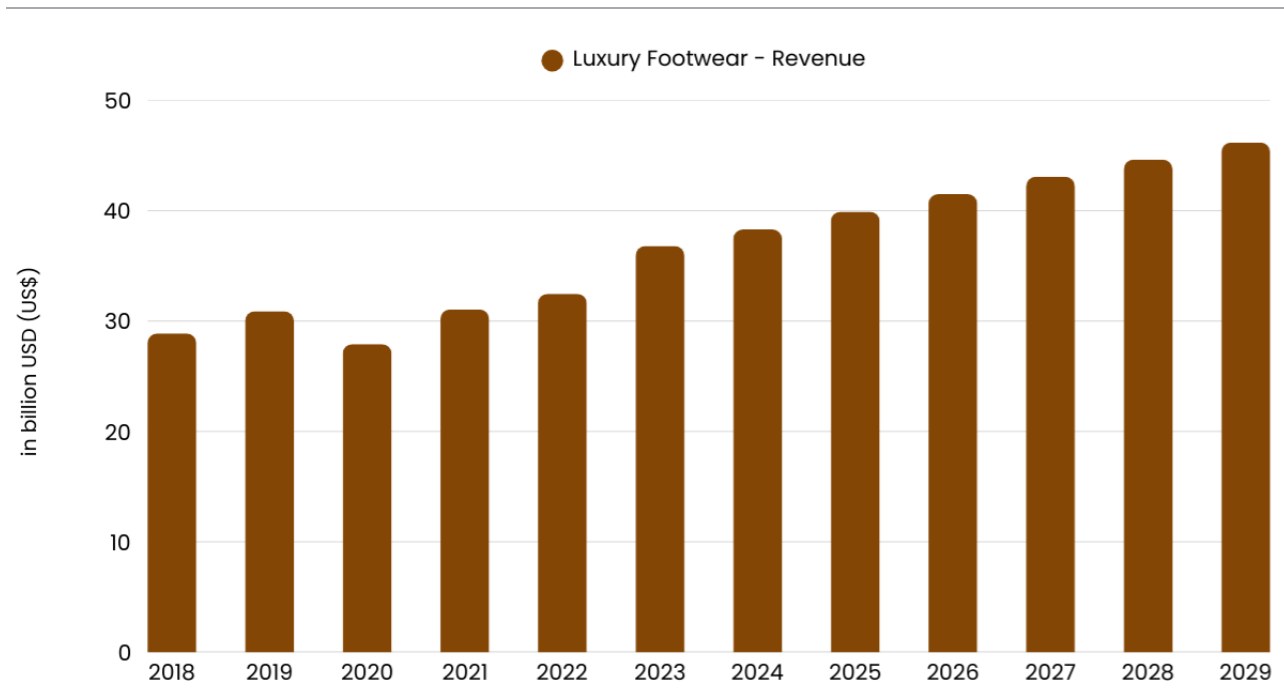
Consumers are increasingly drawn to brands that prioritize inclusivity and diversity, valuing access through meaningful storytelling, digital touchpoints, and cultural relevance. This shift is reflected in the growing demand for broader size ranges, gender-neutral designs, and the representation of diverse cultures and identities—mirroring a broader societal push toward equality, visibility, and authentic representation in fashion.



Curated Experiences

Consumers are beginning to expect more than just products—they are demanding curated experiences and intelligent, personalized recommendations. Luxury shoppers aged 18 to 44 are already 1.5 times more likely to seek customization, signaling a clear shift toward individualized engagement. By 2030, AI stylists, smart retail interfaces, and emotion-based product suggestions are expected to become standard, transforming how consumers interact with and experience luxury fashion.

FOOTWEAR



Source: Statista

MARKET SIZE

Global Footwear Industry
US \$500.55bn
Luxury Footwear Industry
US\$39.91bn in 2025

GROWTH RATE

Global Footwear Industry
5.9% (CAGR 2024-2029)
Luxury Footwear Industry
3.70% (CAGR 2025-2029)

KEY SUCCESS FACTORS

01

Italian/French Craft & Comfort Engineering

Celine’s footwear is crafted in brand-operated ateliers in Italy and Spain, using premium materials such as calf-skin uppers, leather linings, and durable rubber soles. This commitment to in-house production ensures consistent quality, comfort, and craftsmanship across every pair.

02

Strategic Pricing and Positioning

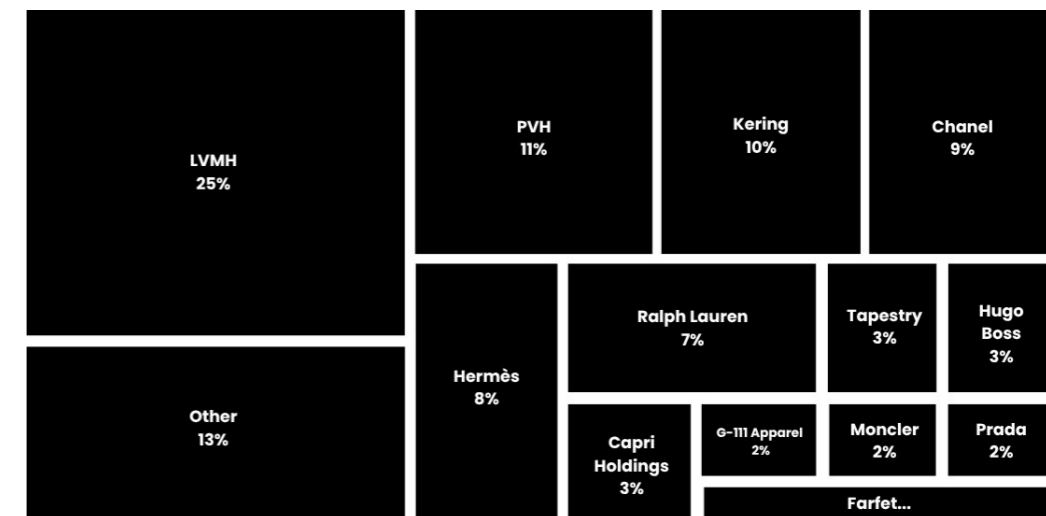
Celine’s entry-level sneakers are priced between \$750 and \$890, while loafers start at around \$1,050—positioned below Chanel and Hermès footwear, yet premium enough to maintain the brand’s luxury image. This strategic pricing hits a “sweet spot” that appeals to first-time luxury shoe buyers and helps drive repeat purchases, particularly in the brand’s leather goods category.

03

Functional Fashion

Celine footwear is designed with daily wearability in mind, blending chic style with everyday utility through options like loafers, sneakers, and kitten heels that prioritize comfort without compromising elegance. The brand’s focus on transitional versatility allows many of its pieces to move effortlessly from day to night or from casual to more elevated settings, making them smart, investment-worthy additions to any wardrobe.

MAJOR PLAYERS



Source: Statista



LORO PIANA



BRUNELLO CUCINELLI



PRADA



THE ROW

MAJOR PLAYERS & THEIR COMPETITIVE ADVANTAGE

01

LORO PIANA

1. Iconic Summer Walk & Charms Walk loafers, the “billionaire’s shoe”, merge yacht-level comfort with ultra-soft suede.
2. Uses house-owned vicuña/cashmere supply chain

02

BRUNELLO CUCINELLI

1. Sneakers and loafers lined with cashmere
2. Craft details unique to Solomeo. Mytheresa
3. “Humanistic” Made-in-Italy workshops give traceability & ethical halo that resonates with US buyers. Vogue Business
4. Low-volume, high-margin model keeps products off discount racks

03

PRADA

1. Monolith loafers set the chunky-sole trend; Vogue/WWW call them the cult buy of 2024. Who What Wear
2. First-mover runway cred means Prada defines each season’s statement shoe before rivals react.
3. Hybrid innovation (Re-Nylon + brushed leather) marries sustainability Prada

04

THE ROW

1. “No-social, no-phone” policy turns scarcity into status
2. Canal & Adam loafers top quiet-luxury resale charts. Vogue
3. Fewer than 16 % of SKUs ever hit markdown—investment value stays high
4. Ultra-minimal silhouettes rely on super-premium Italian calf

FUTURE MARKET TRENDS



3D Printing

In April 2024, Gucci introduced “The Gucci Cub3d Sneaker,” a limited-edition design featuring a sole crafted through selective laser synthesis, a cutting-edge 3D printing method. Prior to that, in December 2023, Louis Vuitton collaborated with Zellerfeld to launch the 3D-printed LV Cobra sneaker. These innovations signal a growing trend, suggesting that 3D printing may play an increasingly significant role in the design and production of luxury footwear in the years to come.



Sneaker Boom in India & ASEAN

India’s footwear market is projected to reach USD \$35.1 billion by 2030, growing at a CAGR of 5.7%, with the athletic segment leading the expansion. Across Asia, ASEAN capitals like Ho Chi Minh City and Manila, along with emerging Chinese cities, are becoming strategic first-store targets for luxury brands, driven by rental costs that are 40–60% lower than in Shanghai or Hong Kong. To tap into these digitally native markets, brands are increasingly scaling mobile-first direct-to-consumer (DTC) apps, aligning with evolving consumer behaviors and regional retail dynamics.



Brand-Owned Re-commerce & Resale

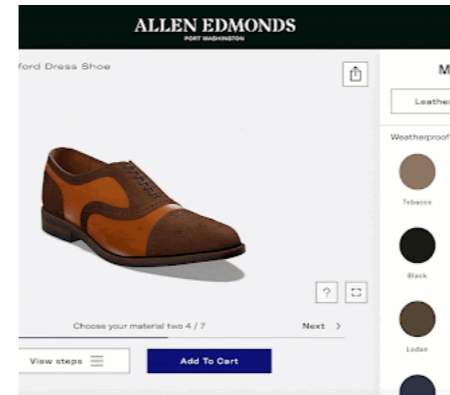
The luxury resale market is projected to reach between USD \$65–100 billion by 2030, with sneakers emerging as one of the key growth drivers. To support this surge and combat counterfeiting, many brands are adopting in-house authentication processes and incorporating QR-coded IDs, ensuring product legitimacy and enhancing consumer trust in the secondary market.

FUTURE CONSUMER TRENDS



Demand For Comfort

By 2030, 20.7% of the U.S. population will be over the age of 65, signaling a growing demand for footwear that prioritizes comfort, usability, and durability. As the aging population expands, there will be increased focus on shoes designed to accommodate health-related concerns such as foot deformities, reinforcing the need for supportive, ergonomic, and long-lasting footwear solutions in the luxury segment.



Customization

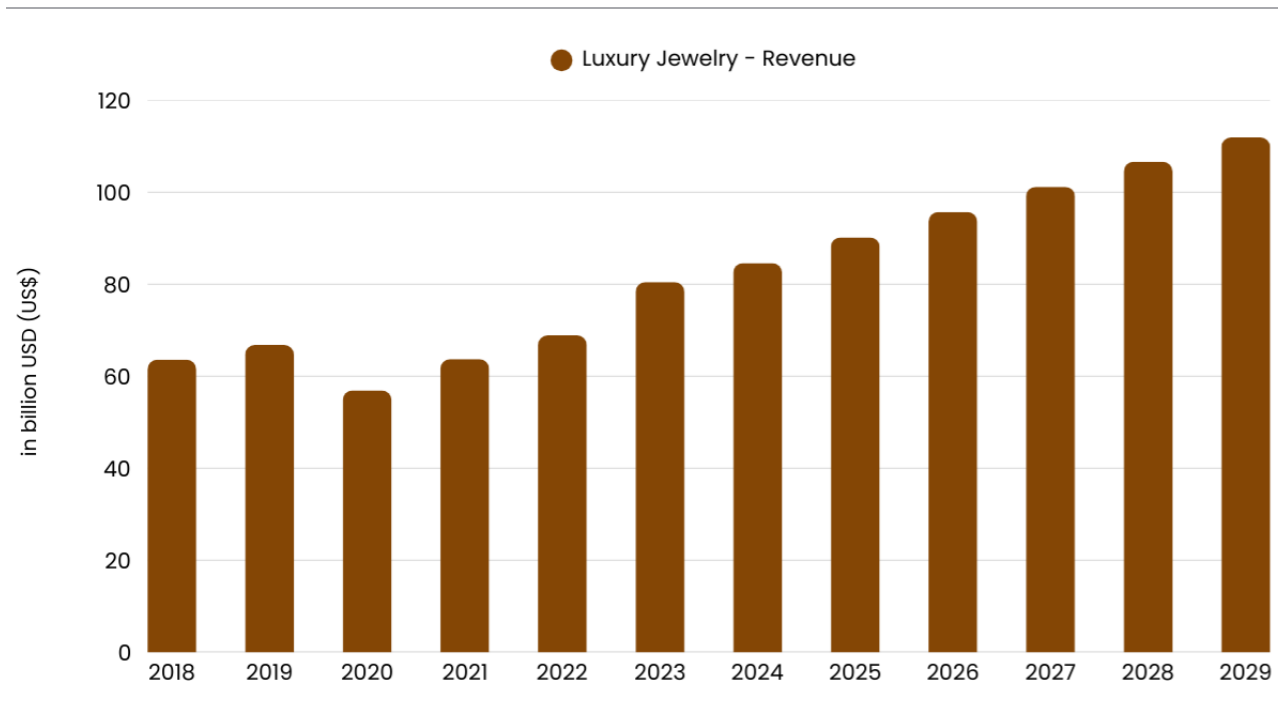
Material selection plays a key role in luxury footwear, with options ranging from premium leathers and exotic skins to a variety of finishes such as matte, metallic, and high gloss. Customers can also personalize elements like soles and heels to suit their preferences. Bespoke design services elevate the experience further, offering entirely custom shoes created from scratch, often featuring unique embellishments such as Swarovski crystals, intricate embroidery, or monogramming—allowing for a truly one-of-a-kind product that reflects individual style and craftsmanship.



Personalization

Personalization in luxury footwear extends beyond design, offering meaningful touches that enhance emotional connection. Customers can add initials, names, or special dates to the shoe’s exterior or insole, creating a lasting imprint of their story. The unboxing experience is equally elevated through customized shoe boxes, dust bags, and care kits, all tailored to reflect the buyer’s unique identity. Some bespoke offerings even incorporate elements inspired by personal milestones or meaningful experiences, transforming each pair into a wearable keepsake of significance and self-expression.

JEWELRY



Source: Statista

MARKET SIZE

Global Jewelry Industry
 US\$374.80bn in 2025
 Luxury Jewelry Industry
 US\$90.20bn in 2025

GROWTH RATE

Global Jewelry Industry
 4.46% (CAGR 2025-2029)
 Luxury Jewelry Industry
 5.56% (CAGR 2025-2029)

KEY SUCCESS FACTORS

01

Timeless Designs

Celine’s jewelry is defined by its minimalist, chic aesthetic, offering designs that are both classic and timeless—ensuring their relevance across seasons and shifting trends. The brand draws heavily on its Parisian roots and rich French fashion heritage, crafting pieces that embody refined elegance and understated sophistication, in line with Celine’s broader identity of quiet luxury.

02

Impeccable Craftsmanship

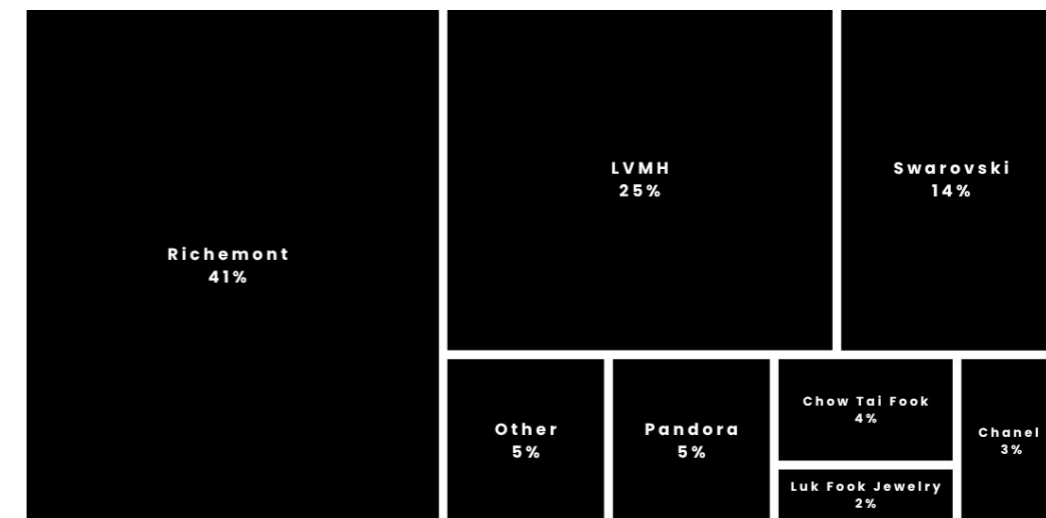
Each piece of Celine jewelry is crafted with high-quality, nickel-free materials and meticulous attention to detail, reinforcing the brand’s reputation for excellence and luxury. This commitment to superior craftsmanship ensures that the designs not only exude elegance but also offer a premium feel and long-lasting durability, aligning with Celine’s standard of timeless, wearable sophistication.

03

Strategic Collaborations & Special Editions

Celine curates special collections and collaborations with renowned designers or artists, generating excitement and urgency among consumers. The limited editions become highly coveted, helping to cultivate a loyal following eager for unique pieces.

MAJOR PLAYERS



Source: Statista



CARTIER



VAN CLEEF & ARPELS



TIFFANY & CO.



BULGARI

MAJOR PLAYERS & THEIR COMPETITIVE ADVANTAGE

01

CARTIER

1. Created timeless pieces like the Love bracelet and Panther collection.
2. Known as the “Jeweler of Kings,” Cartier has a history of serving royalty and celebrities, enhancing its prestigious image.
3. Constantly updates iconic collections, such as the newly launched Trinity line, blending tradition with modern design elements.

03

TIFFANY & CO.

1. Renowned for its iconic designs, such as the Tiffany Setting engagement ring, and its signature blue boxes, the brand has become synonymous with luxury jewelry.
2. The brand offers immersive shopping experiences, including private salons inspired by its New York flagship, enhancing customer engagement.
3. Under LVMH, the brand has emphasized high jewelry.

02

VAN CLEEF & ARPELS

1. The brand is celebrated for its intricate designs inspired by nature and fantasy, such as the Alhambra collection.
2. It has also invented and patented the “Mystery Setting” technique, showcasing invisible gemstone settings, which was quite a groundbreaking feat.
3. Often perceived as one of the most discreet and refined jewelry houses in the world.

04

BULGARI

1. Bulgari is renowned for its bold and vibrant color combinations, often incorporating a variety of gemstones in unique and striking designs.
2. The designs are a strong reference to Roman architecture.
3. The brand launched Scuola Bulgari, a jewelry-making academy promoting inclusion and preserving artisanal techniques.

FUTURE MARKET TRENDS



Tech-driven innovations

The luxury smart jewelry segment is expected to reach USD 429.97 million by 2030, growing at a rapid CAGR of 18.7%. This growth is driven by the integration of advanced technologies, enabling brands to offer bespoke jewelry experiences tailored to individual preferences. Through predictive analytics and real-time customization tools, luxury houses can deliver pieces that are not only elegant but also intelligently personalized—blending craftsmanship with innovation to meet evolving consumer expectations.



Demographic Shift

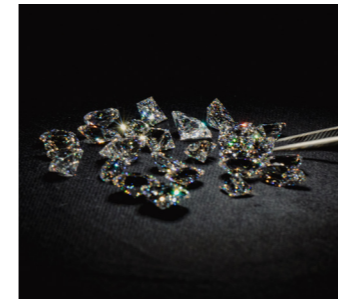
The Asia-Pacific region is poised to witness the fastest growth in the luxury jewelry market, fueled by rising disposable incomes, rapid modernization, and a growing population. This growth is further driven by millennials, Gen Z, and digital-native collectors, whose preferences for ethical sourcing, sustainability, and transparency are reshaping the market. Their values are influencing how luxury jewelry is designed, marketed, and consumed—pushing brands to evolve in response to a more conscious and connected consumer base.



Experiential Retail

Jewelry brands are increasingly adopting immersive retail strategies to engage new-age consumers who prioritize meaningful experiences over material possessions. This shift is leading to the rise of “phygital” experiences—blending physical and digital retail environments to offer greater engagement, personalization, and convenience. By combining in-store storytelling with interactive online platforms, brands can create a seamless, immersive journey that resonates with modern luxury buyers seeking both emotional connection and ease of access.

FUTURE CONSUMER TRENDS



Lab Grown Diamonds

Consumers are increasingly turning to lab-grown diamonds as sustainability becomes a core purchase driver in the luxury jewelry market. With growing awareness around ethical sourcing and environmental impact, buyers are seeking full transparency in production practices. This demand is pushing brands to adopt technologies like blockchain-based authentication, which provide verifiable proof of origin and reinforce trust in ethical practices and product provenance.



Smart Jewelry

Future luxury consumers, particularly Gen Z, are expected to show strong interest in diamond jewelry embedded with smart technology, such as NFC chips for authentication. They will favor seamless integration of tech and aesthetics, opting for smart rings, bracelets, and necklaces that not only maintain visual elegance but also offer functional features like activity tracking, sleep monitoring, and notifications. This shift reflects a growing desire for jewelry that blends style with utility, innovation, and transparency.



Gender neutral Jewelry

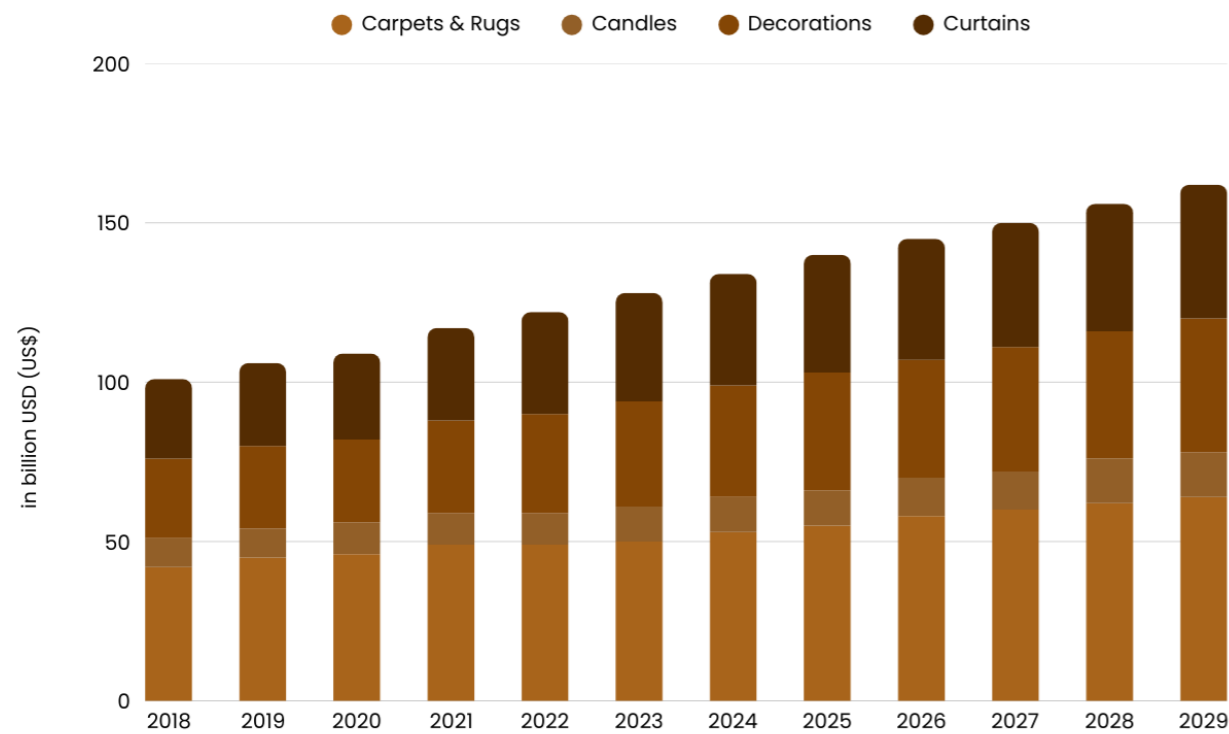
Jewelry is increasingly being seen as a powerful tool for self-expression, with consumers gravitating toward pieces that reflect their personal stories, milestones, and social identities. This evolving perspective is accompanied by a growing trend toward gender-neutral designs that appeal across traditional gender lines, mirroring broader societal shifts toward inclusivity and individuality in fashion. As a result, jewelry is becoming less about convention and more about authenticity, meaning, and personal connection.



Investment Asset

Consumers are increasingly viewing jewelry as an alternative investment asset, driving demand for rare, limited-edition, and heritage-inspired collections that combine aesthetic value with long-term financial potential. Alongside this, a shift toward memory-driven consumption is emerging, where luxury buyers prioritize emotional significance and meaningful experiences over material accumulation. This evolving mindset places greater value on jewelry that tells a story or marks a personal milestone, blending sentiment with lasting worth.

CELINE MAISON



Source: Statista

MARKET SIZE

Global Home Decor Industry
US\$139.05bn in 2025

GROWTH RATE

Global Jewelry Industry
3.84% (CAGR 2025-2029)

KEY SUCCESS FACTORS

01

Leather Craftsmanship at the Core

Celine's homeware collection draws directly from the brand's rich heritage in leather goods, carrying the same level of craftsmanship, precision, and refined aesthetics into the realm of interior design. Signature pieces such as leather trays, catchalls, and decorative accessories reflect Celine's commitment to detail and tactile elegance, offering a seamless extension of its quiet luxury ethos into the home.

02

Trend-Responsive Drops with Cultural Awareness

Celine keeps its home line culturally relevant by thoughtfully responding to evolving luxury lifestyle trends, always through a minimal and curated lens. Recent product drops have aligned with popular movements such as Pilates, tennis, and pickleball, reflecting the brand's attunement to the rituals, aesthetics, and leisurely pursuits that define modern living—while staying true to its understated, refined identity.

03

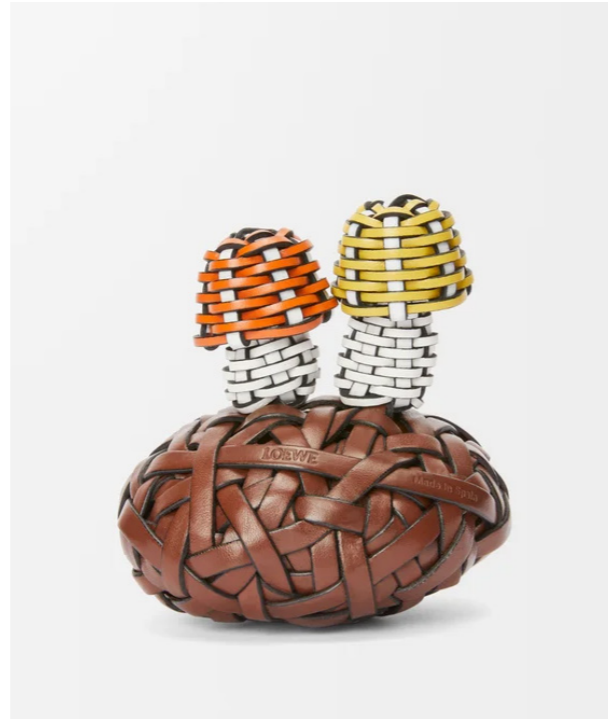
Consistency with Brand Identity and Visual Language

Celine's home line is a natural extension of its design DNA—clean, Parisian, and sculptural. The subtle use of the Triomphe motif, neutral color palettes, and sharp geometric forms reflects the brand's signature aesthetic, applied tastefully and sparingly to maintain a sense of luxury rather than commercialism. This cohesive approach not only reinforces Celine's brand equity but also deepens the emotional connection with its clientele, offering them a way to experience the brand's quiet elegance beyond fashion.

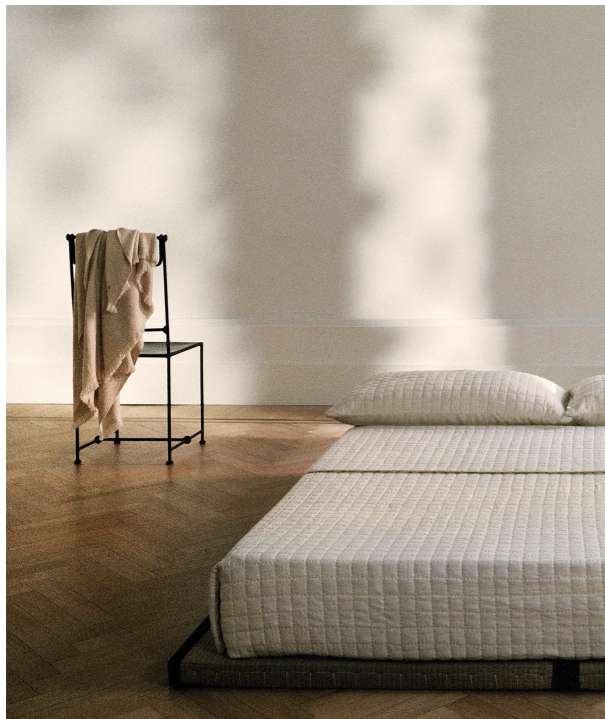




BOTTEGA VENETA



LOEWE



THE ROW



LORO PIANA

MAJOR PLAYERS & THEIR COMPETITIVE ADVANTAGE

01

BOTTEGA VENETA

1. Bottega brings its signature leather weaving technique into homeware, creating visually and texturally distinctive pieces.
2. Their approach blends sculptural form with refined minimalism, staying true to the brand's architectural codes.

03

THE ROW

1. The Row sources antiques and vintage pieces through the Olsens' travels, integrating them organically into their showroom-style boutiques.
2. Their home offering is understated, soulful, and intentionally unbranded, appealing to collectors of subtle design.

02

LOEWE

1. Loewe partners with global artisans to produce textural, collectible pieces that blend cultural craft with contemporary design.
2. Their Salone del Mobile collections have elevated them in the design world beyond just fashion.

04

LORO PIANA

1. Loro Piana leverages its heritage in cashmere and rare fibers to create home pieces that prioritize touch, quality, and quiet sophistication.
2. Their home line caters to clients furnishing entire interiors with a focus on comfort, texture, and understated refinement.

FUTURE MARKET TRENDS



The Emotional Home

Homes are increasingly viewed as spaces for emotional well-being and self-care, moving beyond purely functional roles. Interior design now emphasizes comfort, calm, and personal meaning, often incorporating flexible room usage and sensory elements such as plants, pets, and ambient scents. Both maximalism and minimalism are being embraced as emotional tools—maximalism for surrounding oneself with meaningful objects and memories, and minimalism for fostering clarity, calm, and mental space. This shift reflects a deeper desire for homes to nurture the mind as much as the body.



Multi-Species Design

Design is increasingly evolving to consider the needs of both humans and animals, with a growing focus on pet-friendly interiors, biophilic design elements, and features that support biodiversity. The rise in urban pet ownership, combined with heightened climate concerns, is driving demand for eco-conscious landscaping solutions such as drought-tolerant plants and innovations like bee bricks that help sustain local ecosystems. This shift reflects a broader movement toward creating living spaces that are not only beautiful and functional but also nurturing to all forms of life.



Inclusive and Adaptive Design

Design is increasingly shifting to reflect the full range of human diversity, with a growing emphasis on accessibility, dignity, and flexibility. Elements such as wheelchair-friendly layouts and universally designed furniture are becoming standard, seamlessly integrated into spaces without compromising aesthetics. This evolution moves away from clinical design toward environments that are both inclusive and beautiful, ensuring that functionality and elegance coexist for all users.

FUTURE CONSUMER TRENDS



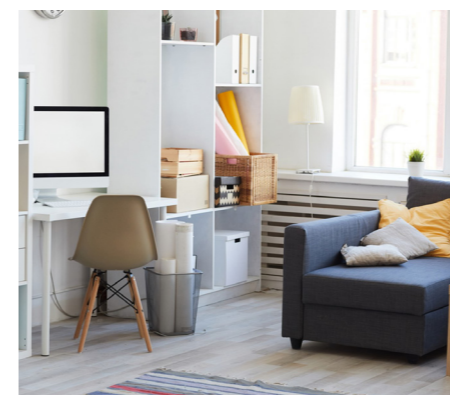
Home as a symbol of self

Interiors are increasingly becoming tools of personal expression, much like fashion. Consumers are curating their homes with identity-driven details, viewing elements like lighting, hardware, and furniture as reflections of their personality and taste. The rise of furniture rentals and modular décor has made it easier for individuals to experiment with aesthetic storytelling, allowing them to craft spaces that mirror their values, style preferences, and emotional narratives. This shift highlights the growing desire to make home environments deeply personal and ever-evolving.



Emphasizing comfort

Consumers are increasingly gravitating toward thoughtful home design—an approach that emphasizes personal connection, emotional resonance, and longevity. This mindset values heirloom pieces and high-quality items that stand the test of time, favoring meaningful over mass-produced. It's about crafting spaces that promote well-being and authenticity, exude comfort, and reflect a deeper, more intentional engagement with one's living environment.



Multi-functionality

As urbanization drives the trend toward smaller living spaces, consumers are increasingly seeking home décor that maximizes utility without sacrificing style. Practical yet aesthetically refined solutions—such as foldable desks, extendable tables, and storage-integrated seating—are becoming essential for addressing the needs of compact living. These multifunctional pieces allow for flexibility and efficiency, while still aligning with contemporary design sensibilities.



SKATER MINI DRESS IN SILK ORGANZA



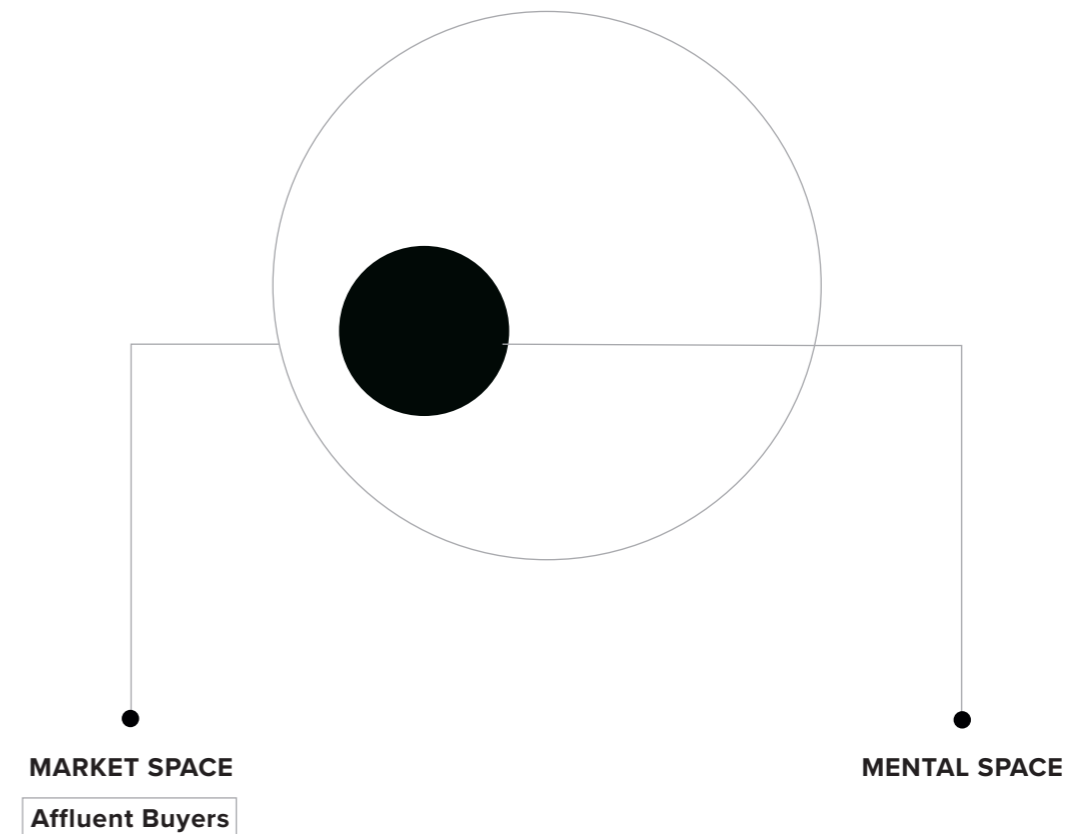
CELINE LUCO MULE LOAFER IN POLISHED BULL



SUN BED IN WOOD AND JACQUARD TEXTILE

CONSUMER SEGMENTATION

APPAREL, FOOTWEAR, JEWELRY AND HOME



Demographic

1. Age: 28–45
2. Profile: Affluent Millennials and elder Gen Zs; work in or engage deeply with creative industries

Behaviors

3. Invests in meaningful, high-quality, and heirloom-quality pieces
4. Those who seek elegant and understated designs

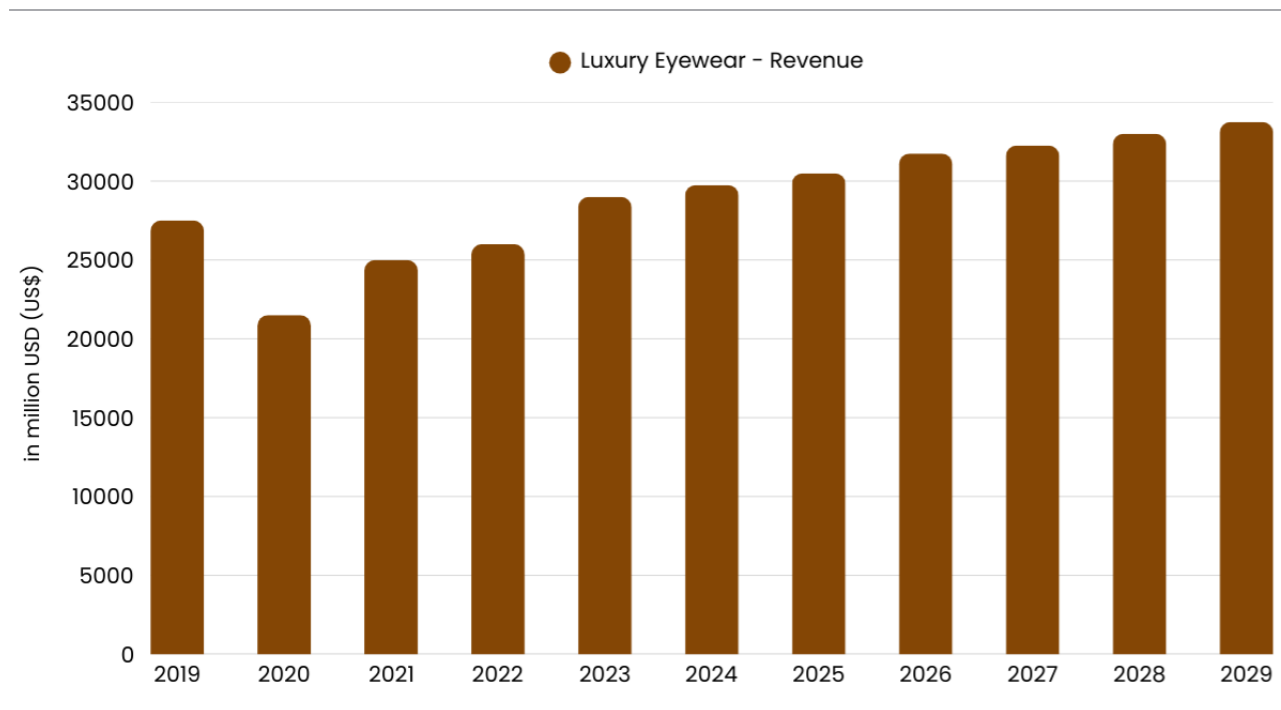
Psychographics

1. Sees fashion and interiors as extensions of self
2. Champion understated luxury: tailoring, impeccable fabrication, longevity over hype.

Sociographics

3. Seen as a reference point in their social/friend circles for how to live well
4. Aims to position themselves as connoisseurs in the future

ACCESSORIES/ EYEWEAR



Source: Statista

MARKET SIZE

Global Eyewear Industry
US\$151.37bn in 2025
Luxury Eyewear Industry
US\$30.52bn in 2025

GROWTH RATE

Global Eyewear Industry
3.36% (CAGR 2025-2029)
Luxury Eyewear Industry
2.12% (CAGR 2025-2029)

KEY SUCCESS FACTORS

01

Strategic Licensing with Thélios

Since 2018, Celine has shifted its eyewear production to Thélios, LVMH's dedicated eyewear division, ensuring superior Italian craftsmanship through the use of high-quality materials. Unlike many other luxury brands that rely on external licensing, LVMH's direct control over Thélios allows for greater creative consistency, tighter quality control, and a closer alignment with Celine's brand vision—reinforcing its commitment to refined design and quiet luxury.

02

Selective Distribution & Exclusivity

Celine eyewear is distributed exclusively through Celine boutiques, select high-end department stores such as Selfridges and Neiman Marcus, and premium optical retailers. This carefully controlled distribution strategy helps preserve the brand's luxury cachet and exclusivity, ensuring that its eyewear remains aligned with Celine's broader identity of refined elegance and selective accessibility.

03

Price-Value Proposition

Positioned in the upper-luxury eyewear tier, Celine eyewear typically ranges from \$400 to \$600, offering a slightly more accessible entry point into the brand compared to its ready-to-wear or leather goods. This category serves as an affordable indulgence for aspirational consumers, allowing them to engage with Celine's refined aesthetic and brand universe without the higher investment required for core fashion items.

MAJOR PLAYERS



Source: Statista



ESSILOR LUXOTTICA



KERING EYEWEAR



SAFILO GROUP



DE RIGO

MAJOR PLAYERS & THEIR COMPETITIVE ADVANTAGE

01

ESSILOR LUXOTTICA

1. Essilor Luxottica owns and licenses brands like Ray-Ban, Giorgio Armani, Brunello Cucinelli, Chanel, Jimmy Choo, Moncler, Prada, & Ralph Lauren.
2. This vertically integrated conglomerate controls the entire supply chain from design and manufacturing to retail, ensuring consistency and efficiency.

02

KERING EYEWEAR

1. This is the eyewear division of the Kering Group and manages eyewear for Gucci, Saint Laurent, and Bottega Veneta, among others.
2. Leverages the prestige of its luxury brands to appeal to high-end consumers and emphasizes innovative and fashion-forward designs.

03

SAFILO GROUP

1. An Italian eyewear company with a diverse brand portfolio including Moschino, Hugo Boss, and Kate Spade.
2. The company operates multiple production facilities, ensuring quality control and has an extensive distribution network across various markets

04

DE RIGO

1. An Italian company that has evolved into a global leader in the design, production, and distribution of high-end prescription frames and sunglasses.
2. The company's diverse brand portfolio combines Italian craftsmanship with contemporary design, appealing to a broad consumer base.

FUTURE MARKET TRENDS



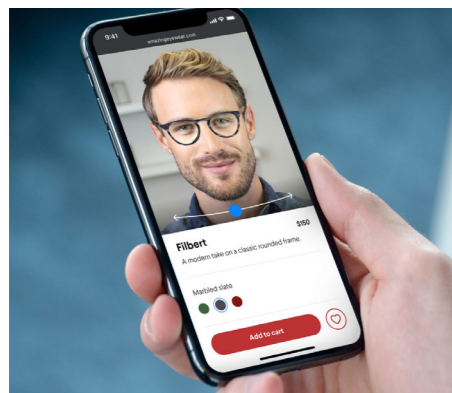
Tech-Integration

Eyewear is set to increasingly integrate advanced technologies such as augmented reality (AR), artificial intelligence (AI), and smart features. These innovations will enable functions like real-time navigation, language translation, biometric monitoring, and hyper-personalized recommendations—transforming eyewear from a fashion accessory into a multi-functional lifestyle tool that enhances both convenience and connectivity.



Eco-Friendly Production

The eyewear industry is moving toward greater sustainability, with a growing emphasis on biodegradable, recycled, and even self-healing materials. Brands are increasingly adopting bio-based components and committing to transparent, ethical sourcing practices in response to rising consumer demand for environmentally responsible products. This shift reflects a broader commitment to innovation that aligns luxury with sustainability.



Boost in Digital Commerce

Online retail for eyewear will continue to grow rapidly, driven by innovations such as virtual try-on tools, AI-powered lens recommendations, and AR-enabled social commerce. These digital advancements are making the shopping experience more accessible, personalized, and interactive—especially appealing to younger, tech-savvy consumers who value convenience and immersive brand engagement.

FUTURE CONSUMER TRENDS



Multi-Purpose

Smart glasses, such as Ray-Ban Meta, are expected to lead the next wave of wearable tech by offering functionalities like hands-free image capture, music playback, and phone calls via Bluetooth. As consumer demand for digital interactivity grows, there will be a rising preference for advanced features including augmented reality (AR), biometric monitoring, and real-time AI-driven personalization—transforming eyewear into a seamless extension of everyday digital life.



Health Prioritization

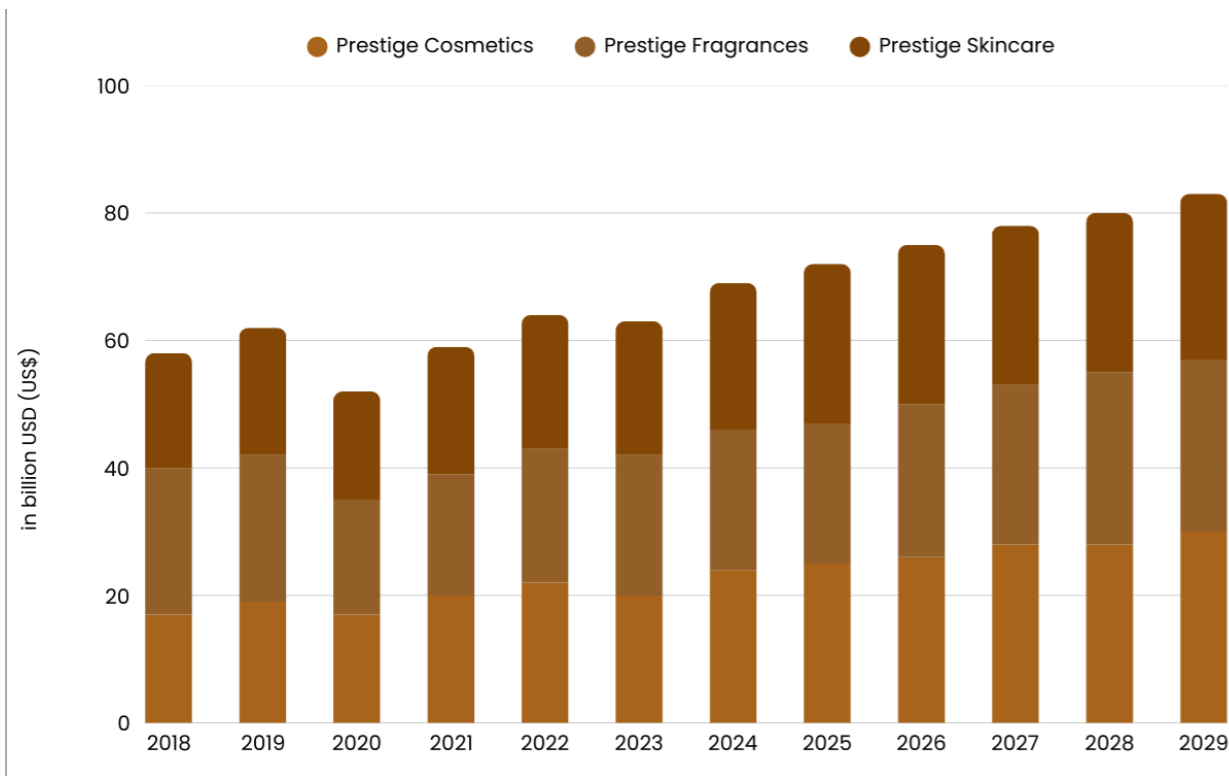
With the surge in digital device usage, consumers are becoming more conscious of eye health and are actively seeking innovations that help reduce eye strain and improve sleep quality. This growing awareness is driving strong demand for blue-light filtering lenses, UV protection, and AI-powered vision correction solutions. As digital exposure continues to rise, these features are becoming essential components of modern eyewear, blending wellness with technology and style.



Self-Expression

Eyewear, much like fashion, is increasingly becoming a form of personal expression, with consumers gravitating toward brands that offer bold, stylish statement pieces. This shift is accompanied by a growing demand for hyper-personalization, made possible through advancements in AI analytics, 3D printing, and virtual try-on technology—allowing consumers to find eyewear that perfectly reflects their unique identity, style, and needs.

BEAUTE



Source: Statista

PRESTIGE COSMETICS AND FRAGRANCE - REVENUE

MARKET SIZE

Global Beauty Industry
 US\$677.19 bn in 2025
 Luxury Beauty Industry
 US\$71.70 bn in 2025

GROWTH RATE

Global Beauty Industry
 3.37% (CAGR 2025-2030)
 Luxury Beauty Industry
 3.75% (CAGR 2025-2029)

KEY SUCCESS FACTORS

01

Strategic Product Launches

Celine adopted a phased launch strategy for its entry into beauty, beginning with the debut of the "Rouge Triomphe" lipstick in Fall 2024. This was followed by a full release of 15 satin-finished lipsticks in January 2025. The staggered rollout built anticipation, generated buzz, and allowed for concentrated marketing and storytelling efforts around each product phase—reinforcing Celine’s deliberate, high-touch approach to brand expansion.

02

Integration with Celine’s Fashion Identity

Celine integrates its beauty product launches with seasonal fashion collections, ensuring a cohesive brand story and aesthetic consistency across categories. This approach reinforces the brand’s minimalist and sophisticated image within the beauty sector. For instance, during the Fall/Winter 2024 show, models debuted the new 'Rouge Celine' lipstick, seamlessly blending the fashion and beauty narratives under one refined vision.

03

Leveraging LVMH’s Expertise

Celine benefits from extensive resources and expertise in the luxury beauty space, particularly through its integration within the LVMH ecosystem. This provides significant advantages in product development, global distribution, marketing reach, and competitive positioning—enabling the brand to deliver high-quality beauty offerings that align seamlessly with its luxury identity and appeal to a discerning, style-conscious audience.

MAJOR PLAYERS



Source: Statista

HAUTE PARFUMERIE

KEY SUCCESS FACTORS

01

Unisex Fragrance Approach

Celine’s inclusive approach to beauty aligns with the values of contemporary consumers who seek authenticity and representation. The brand offers versatile fragrances designed to resonate with a wide range of identities, emphasizing individuality over gender norms. This commitment to inclusivity reflects Celine’s modern sensibility and strengthens its connection with a diverse, global audience.

02

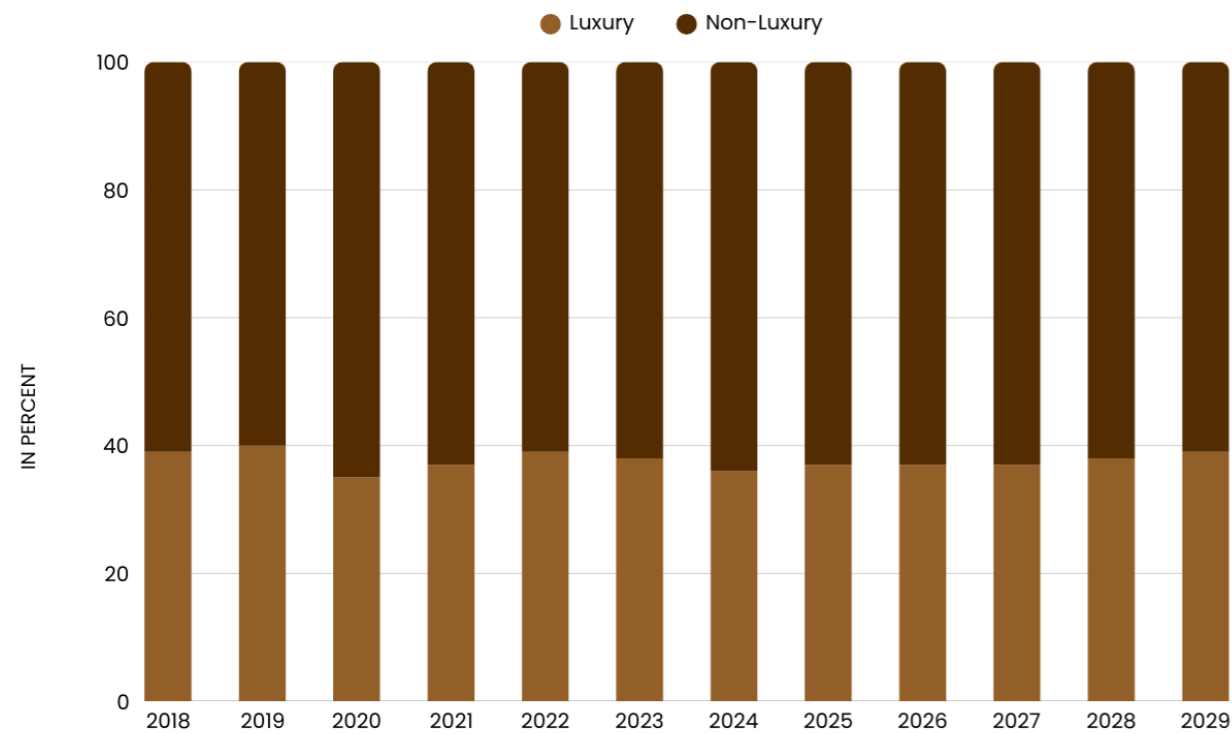
French High Perfumery

Celine’s fragrances are crafted by three expert perfumers and are deeply rooted in traditional French perfumery know-how. According to the brand, each scent carries a distinctive powdery note that creates an enveloping patina—adding a signature touch of softness, depth, and timeless elegance to the olfactory experience.

03

Artistic Vision and Personal Storytelling

Celine’s fragrance line draws inspiration from Hedi Slimane’s personal olfactory journal, with each scent reflecting specific moments and memories from his life. This intimate approach offers a deeply personal and evocative experience, transforming the fragrances into more than just products—they become sensory narratives that invite wearers into Slimane’s world of emotion, nostalgia, and refined elegance.



Source: Statista

LUXURY AND NON-LUXURY - REVENUE SHARE

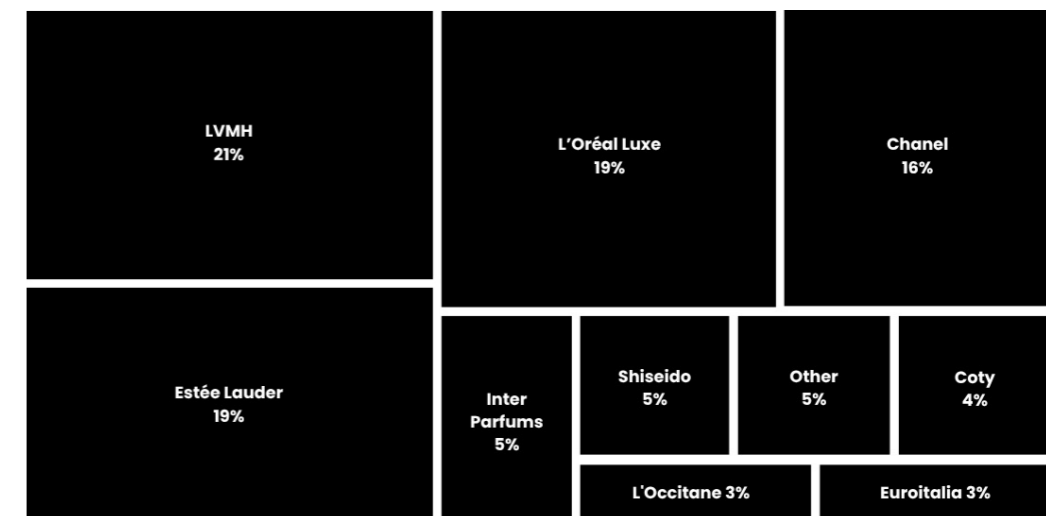
MARKET SIZE

Global Fragrance Industry
US\$62.11bn in 2025
Luxury Fragrance Industry
US\$22.79bn in 2025

GROWTH RATE

Global Fragrance Industry
3.31% (CAGR 2025-2030)
Luxury Fragrance Industry
4.10% (CAGR 2025-2029)

MAJOR PLAYERS



Source: Statista



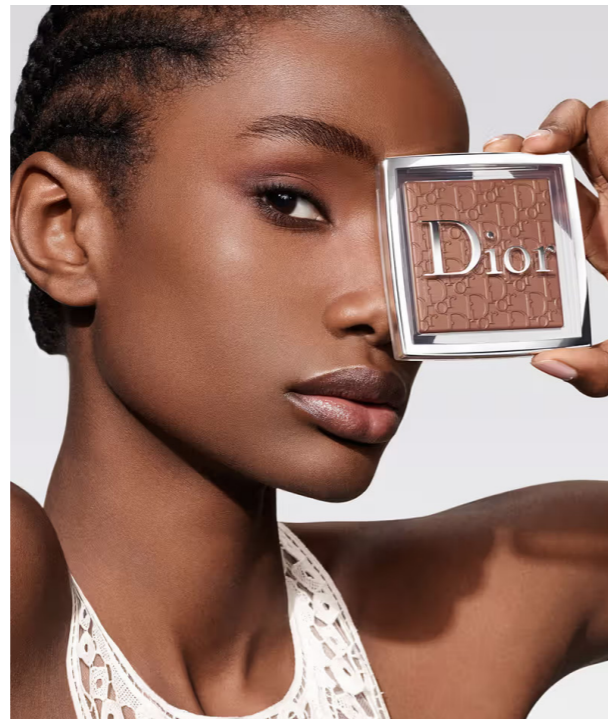
L'OREAL LUXE



ESTEE LAUDER



CHANEL



DIOR

MAJOR PLAYERS & THEIR COMPETITIVE ADVANTAGE

01/02

L'OREAL LUXE/ ESTEE LAUDER

1. Innovation through research and product development: Customer-centric, cutting-edge skincare, fragrance, and beauty solutions.
2. Diverse brand portfolio: The company can cater to various consumer preferences and market segments.
3. Global distribution network and presence: Availability to a broad consumer base across various regions.
4. Established credibility in the beauty industry

03

CHANEL

1. Heritage and Brand Recognition in beauty since 1924.
2. Innovation in Sustainability (No. 1 de Chanel line features up to 97% natural ingredients and eco-friendly packaging)
3. Digital Engagement: The Lipscanner app allows users to match any color to a Chanel lipstick.

04

DIOR

1. Heritage and Brand Recognition in beauty since 1955.
2. Commitment to Quality and Innovation: High-quality formulations and luxurious textures.
3. Skincare Excellence: Cutting-edge technology and high-quality ingredients.

FUTURE MARKET TRENDS



Dynamic Pricing

Dynamic pricing is becoming increasingly prevalent in the luxury sector as brands move toward more tailored and personalized offerings. With consumers showing a strong preference for customized products, many are willing to pay a premium for items that reflect their individual tastes and identities. This shift allows brands to align pricing strategies with perceived value, enhancing both customer satisfaction and profitability.



Digitally Connected

AI-powered virtual consultations are enhancing personalized e-commerce experiences, allowing consumers to receive tailored recommendations based on their preferences, needs, and behavior. At the same time, augmented reality is becoming a standard feature in luxury retail, offering try-before-you-buy experiences through AR mirrors and mobile apps. These technologies not only increase convenience and engagement but also help bridge the gap between digital and in-store shopping, making luxury more interactive and customer-centric. This shift reflects a growing desire for jewelry that blends style with utility, innovation, and transparency.



Men's Skincare and Beauty

According to Metatech Insights, men are increasingly investing in skincare, anti-aging lines, and premium grooming products, driving demand well beyond traditional shaving needs. The men's grooming market is growing at a CAGR of 5.4%, with North America currently the largest market and Asia-Pacific emerging as the fastest-growing region. This shift reflects changing attitudes toward self-care and wellness among male consumers, opening new opportunities for luxury brands in the beauty and personal care space.



Unisex Offerings

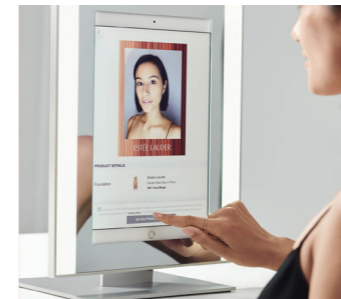
Luxury brands are increasingly moving away from traditional gendered marketing in order to better resonate with modern consumers who value inclusivity and self-expression. This shift promotes a more inclusive approach that breaks conventional boundaries and allows individuals to engage with products based on personal preference rather than gender norms. The beauty sector—particularly skincare and fragrances—has been at the forefront of this transition, making it easier for brands to implement gender-neutral positioning while maintaining elegance and appeal.

FUTURE CONSUMER TRENDS



Personalization

Personalized packaging and engravings are becoming key elements in luxury beauty, offering consumers customized labels, bottle designs, and packaging options that enhance the sense of exclusivity and emotional connection. These bespoke touches elevate the unboxing experience, transforming each product into a unique, collectible item that reflects the buyer's individuality and reinforces the luxury brand's attention to detail.



Technology-Driven

High-tech beauty devices are reshaping the luxury skincare landscape, with innovations such as smart mirrors, wearable tech like UV monitors, facial analyzers, and LED light therapy masks becoming increasingly popular. These advanced tools offer personalized insights, real-time diagnostics, and at-home treatment options—blending technology with self-care to deliver elevated, data-driven beauty experiences tailored to individual needs.



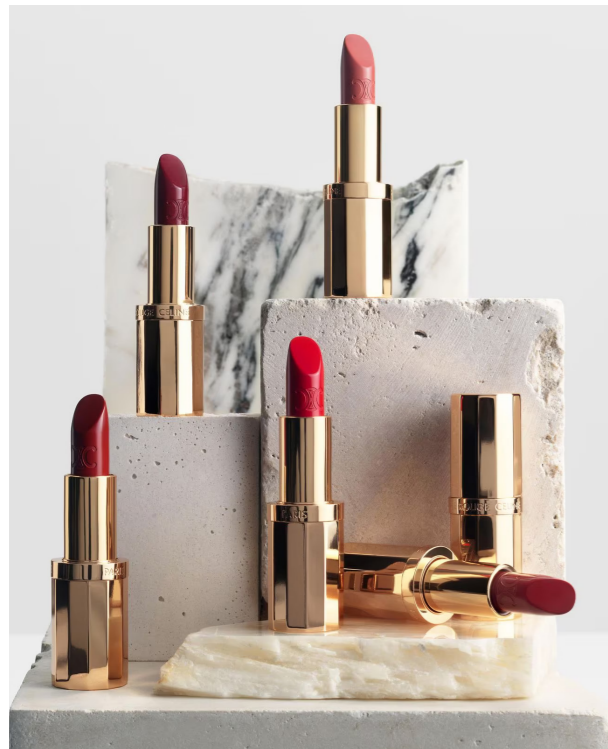
Customization

Customized formulations are becoming a defining feature of luxury beauty, with brands leveraging technology to create skincare tailored to individual skin types, concerns, and even genetic profiles—exemplified by innovations like L'Oréal's Perso device. Alongside this, customized scent profiling is gaining traction, allowing consumers to craft personalized fragrance blends based on their mood, personality, or lifestyle preferences. These hyper-personalized experiences reflect a growing demand for products that feel uniquely crafted and deeply aligned with one's identity.



Clean, Safe, and Transparent

There is a growing consumer demand for non-toxic beauty products that are free from harmful chemicals, reflecting a broader shift toward health-conscious and environmentally responsible choices. Luxury brands are placing greater emphasis on ingredient transparency, safety, and sustainability, with many adopting certifications to position themselves as clean and trustworthy. This commitment to clean beauty reinforces brand credibility and aligns with the values of modern, mindful consumers.



CELINE ROUGE LIPSTICK



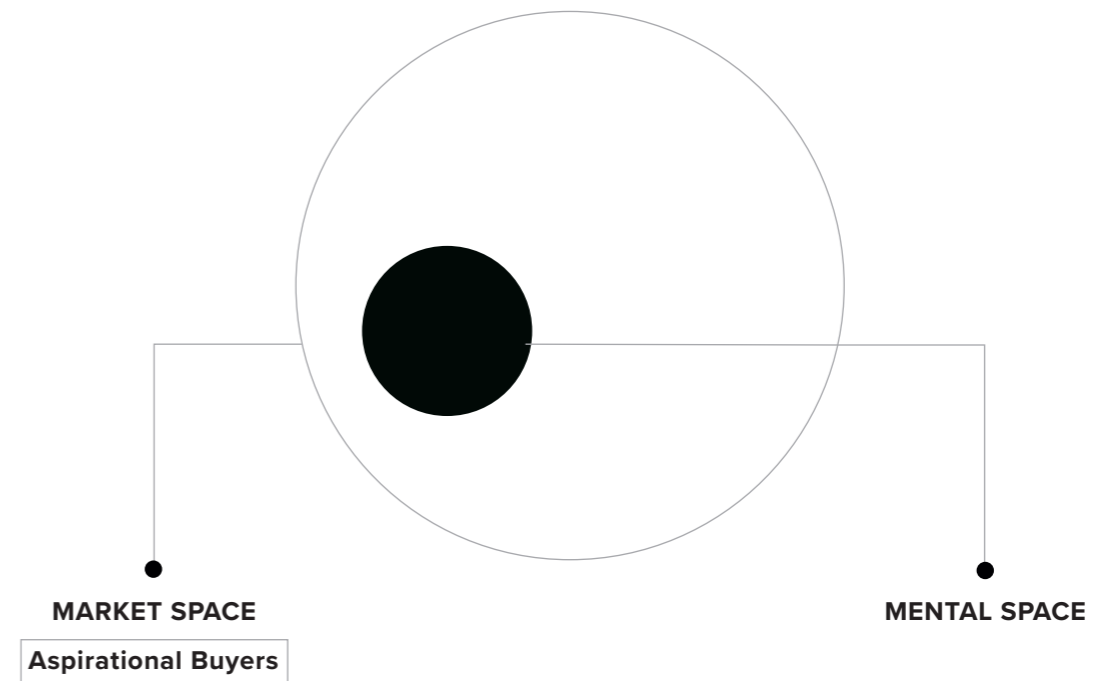
LE ROUGE CELINE LIP BRUSH



RIMBAUD EAU DE PARFUM 200ML

CONSUMER SEGMENTATION

BEAUTE, HAUTE PARFUMERIE, AND EYEWEAR



Demographic

1. Age: 22–35
2. Profile: Younger luxury adopters, open to new categories (fragrance, eyewear) as accessible entry points

Behaviors

3. Explores new fragrances and eyewear based on mood or context.
4. Buys into luxury via miniatures, travel sizes, or curated edits

Psychographics

1. Sees beauty rituals, scent, and eyewear as mood-based expressions of self
2. Style-conscious professionals who view beauty and accessories as tools for daily transformation and identity reinforcement

Sociographics

1. Follows style-focused influencers blending beauty, fashion, and self-care
2. Engages in online communities that promote personal transformation and aspirational aesthetics
3. Shares curated routines (e.g., scent, skin-care, eyewear) for social validation
4. Belongs to peer circles that view appearance as a form of empowerment

CELINE



10 YEARS STRATEGIC PLAN FOR BRAND AUGMENTATION

Market
Analysis

Trend
Forecasting

01/ KELLER'S PYRAMID 02/ AAKER'S MATRIX 03/ STRATEGY

KELLER'S PYRAMID

01 Brand Salience

Celine is widely recognized for its minimalist, elegant designs that embody the brand's 'less is more' philosophy. Its strong brand identity is reinforced through a consistent focus on high-quality craftsmanship, particularly evident in its core leather goods offering. This clarity of aesthetic and dedication to refinement make Celine instantly recognizable and top-of-mind for consumers seeking quiet luxury and timeless sophistication.

02 Brand Performance

Celine delivers exceptional brand performance through products that showcase superior craftsmanship, using high-quality and durable materials. Its leather goods are crafted by skilled artisans who employ traditional techniques, such as hand-stitching, to ensure precision and longevity. The brand enhances the customer experience with personalized in-store services, reinforcing a sense of exclusivity and care. Additionally, Celine emphasizes transparency in its leather manufacturing practices, further building trust and reinforcing its reputation for quality and integrity.

03 Brand Imagery

Celine embodies an effortlessly chic and intellectual aesthetic, blending artistic sensibility with a touch of subtle rebellion. The brand is known for its understated elegance, prioritizing heritage craftsmanship over conspicuous logos. It appeals to confidently individualistic consumers who appreciate quiet luxury

and value authenticity. Often associated with those "in the know," Celine's image resonates with a refined, culturally attuned audience that seeks sophistication without the need for overt displays.

04 Consumer Judgements

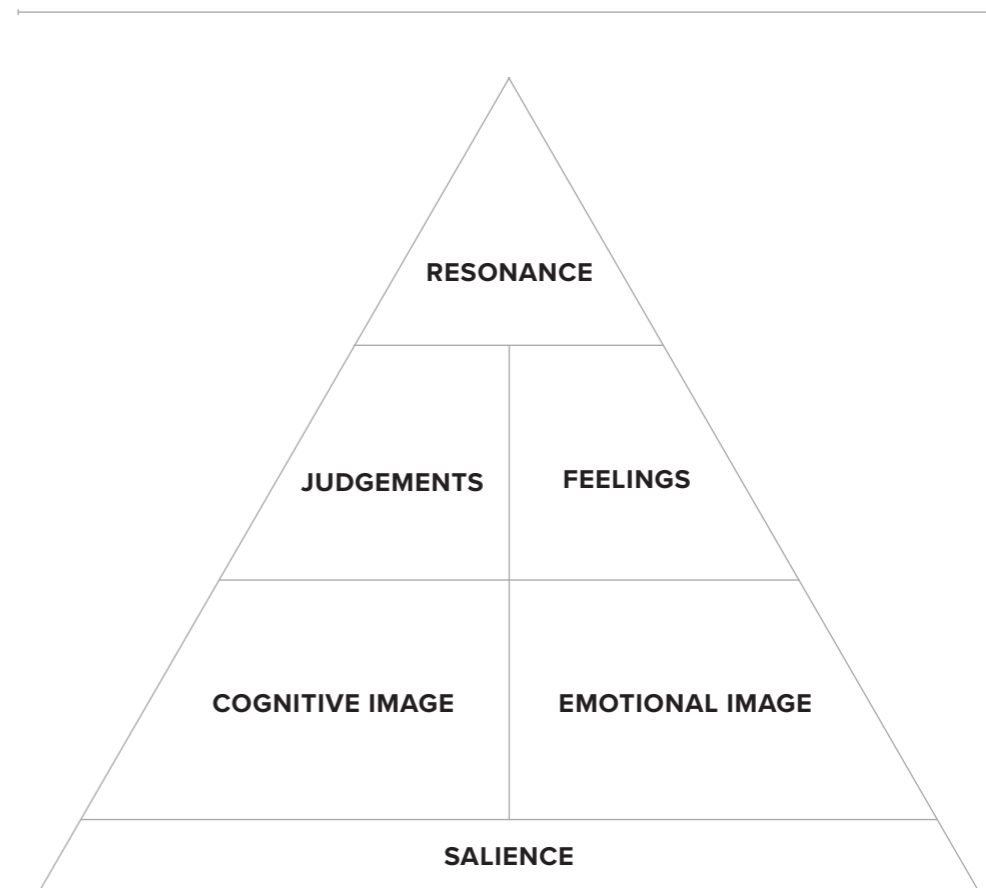
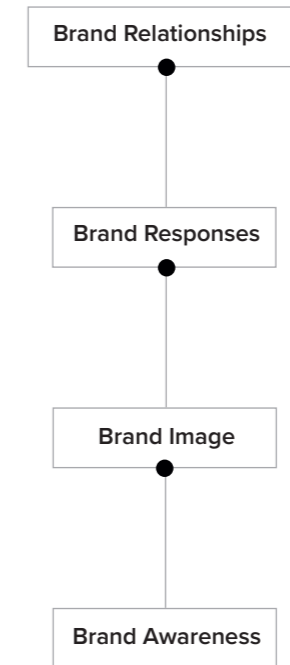
Celine is widely perceived as a provider of high-quality, reliable, and elegantly crafted products. It maintains a strong reputation for excellence within the luxury fashion and leather goods industry, consistently meeting consumer expectations for sophistication and durability. The brand is regarded as a benchmark for timeless design and expert craftsmanship, commanding a sense of superiority and respect among both loyal clients and industry peers.

05 Consumer Feelings

Celine evokes feelings of empowerment and confidence, offering consumers a sense of refined self-assurance through its minimalist yet sophisticated designs. Wearing or owning Celine also fosters a feeling of exclusivity, as the brand's understated luxury and selective presence make its pieces feel personal, curated, and distinctly elevated.

06 Resonance

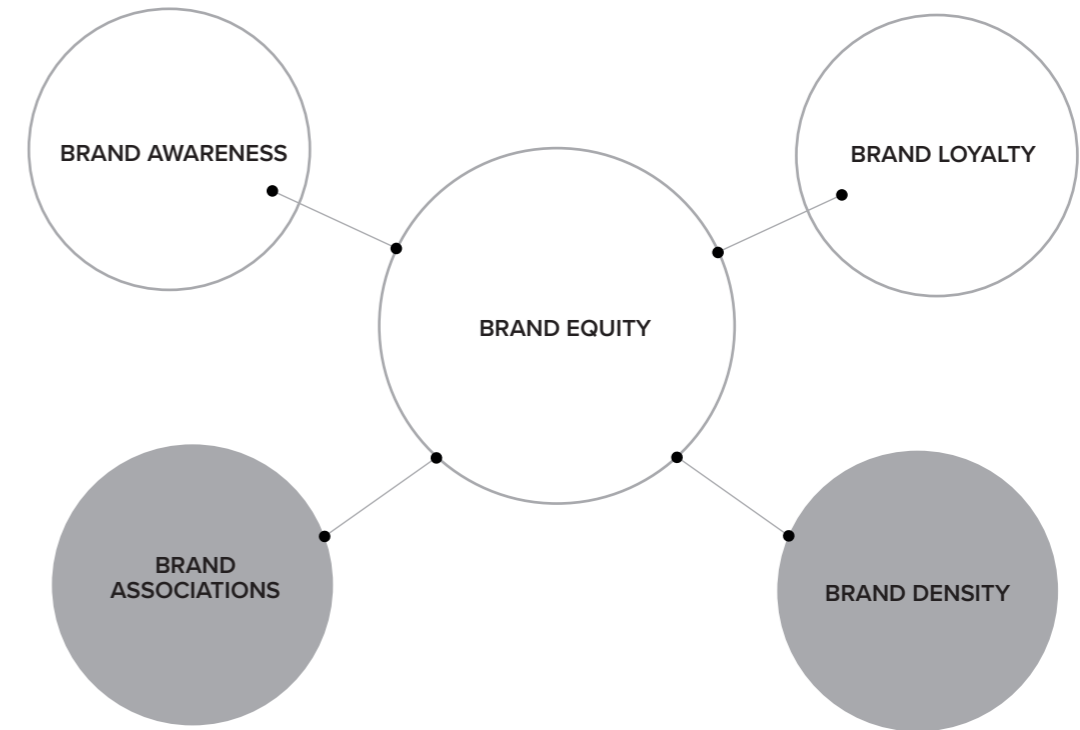
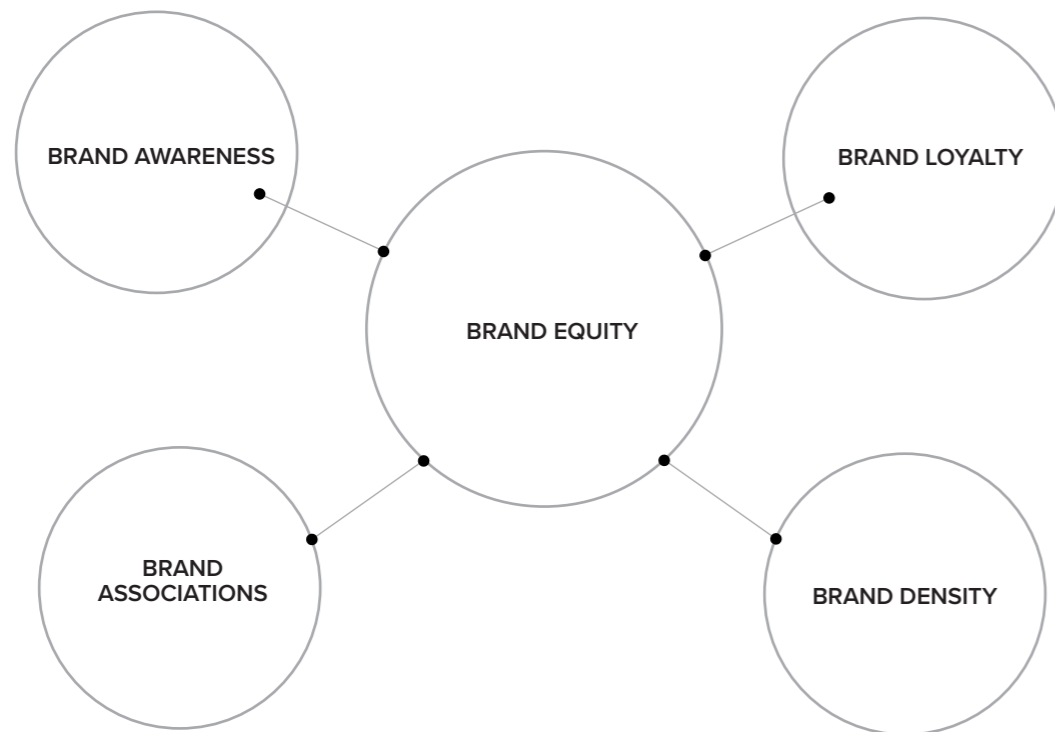
Celine enjoys a strong and loyal customer base that deeply connects with the brand's identity and values. This loyalty is further strengthened through exclusive, invite-only private events that foster a sense of community and belonging among its clientele. Celine consumers often become brand advocates, expressing a strong preference for its products and embracing its quiet luxury ethos as part of their personal identity.



BRAND EQUITY MODEL

10 Year Strategy

Four Pillars



3. BRAND ASSOCIATIONS

Celine’s augmentation strategy centers on strengthening both functional and symbolic brand associations, particularly within its core leather goods category. This involves reinforcing key attributes such as minimalism, French heritage, high-quality craftsmanship, and the brand’s signature quiet luxury. By deepening these associations, Celine leather becomes synonymous with discreet power, longevity, and elevated restraint. This strategy also enables richer storytelling around legacy craftsmanship and the careful selection of premium materials, enhancing the emotional and aspirational value attached to each product.

4. BRAND DENSITY

Over time, Celine has evolved into a luxury lifestyle brand with a broad range of product categories. However, this expansion has somewhat diluted the brand’s density, dispersing focus and weakening its core identity. Currently, Celine is positioned as a discerning, culturally attuned label—respected and refined, though not yet fully established as a connoisseur brand. To rebuild and strengthen its brand density, a strategic recalibration is necessary. This would involve streamlining the product portfolio by cutting back on fragmented and underperforming categories, allowing Celine to re-center its focus on leather goods—the brand’s heritage and core strength. By doing so, Celine can reinforce its authority in the luxury space and move confidently toward becoming a standout star in the modern luxury landscape.

STRATEGY TIMELINE

10 Year
Strategy

Phased
Approach

01

02

03

Streamline Offerings

Withdraw underperforming product lines to reduce brand fragmentation and refocus resources on high-performing categories, particularly leather goods. This streamlining will help strengthen brand coherence and sharpen consumer perception of Celine's core identity. By eliminating noise from less successful extensions, the brand can allocate greater investment toward innovation, marketing, and storytelling in its heritage category. Additionally, this move will allow Celine to reinforce its reputation for craftsmanship, elevate product desirability, and improve operational efficiency—ultimately driving stronger brand equity and long-term growth.

Reinforce Core Identity

To strengthen brand density and reinforce its identity, Celine will reallocate resources toward its core category—leather goods. This strategic focus includes deepening investment in design, materials, and artisan expertise to elevate product quality and innovation. Transparency in leather goods manufacturing will be a key pillar, showcasing Celine's legacy of craftsmanship and its commitment to ethical, high-quality production. By highlighting the meticulous process behind its leather creations and celebrating the artisans behind the work, Celine can enhance consumer appreciation and trust—positioning its leather goods not just as fashion items, but as enduring symbols of quiet luxury and cultural value.

Artist Collaborations

Celine's engagement with artist collaborations offers a strategic opportunity to elevate brand storytelling and cultural relevance. These partnerships allow the brand to blend fashion with art, reinforcing its intellectual, creative identity while expanding its visual and emotional vocabulary. Collaborations with contemporary artists, photographers, or designers can bring fresh perspectives to core categories like leather goods into collectible pieces. These limited-edition collaborations not only deepen the brand's alignment with the art world but also enhance exclusivity, drive cultural buzz, and resonate with Celine's discerning, aesthetically attuned clientele.

01

STREAMLINE OFFERINGS

**Items highlighted in grey indicate those selected for streamlining*



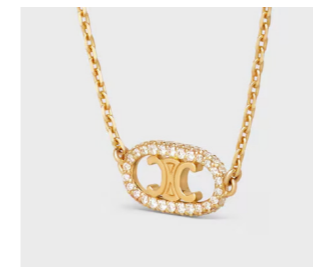
Leather Goods

- Handbags
- Mini bags
- Small leather goods
- Cross-body bags
- Tote bags
- Backpacks
- Belt bags
- Business and travel bags
- Luggage
- Cosmetic pouches
- Vanity cases
- Jewelry case
- Candle holders/ cases/ trays
- Lipstick cases/ holders
- Travel spray case
- Perfume holders/ cases
- Pencil case



Maison

- Cushions
- Chairs and Stools
- Storage Boxes/ Trays
- Games
- Gym/ Yoga Equipment
- Dog Accessories
- Candles
- Kitchen Equipment
- Bath Accessories
- Candle Accessories
- Headphones
- Stationery
- Books/ Book Covers
- Pens and Pencil Case



Jewelry

- Fine Jewelry
- Earrings
- Bracelets
- Necklaces
- Rings
- Fashion Jewelry
- Triumph
- Knot
- Les Perles Celine



Beaute

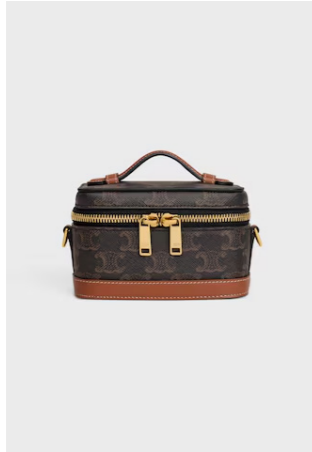
- Beauty
- Lipsticks
- Haute Perfumerie
- Fragrances
- Perfumed Oil
- Lotion
- Liquid Soap
- Body Milk
- Hair Mist
- Travel Sprays
- Cologne



Accessories

- Belts
- Eyewear
- Scarves and Shawls
- Hats and Gloves
- Bag Charms
- Hair Accessories

WHY DISCONTINUE THESE CATEGORIES?



01

Strengthen Focus on Leather Goods

To reinforce Celine’s core identity, the brand will intensify its focus on leather goods through a strategic reallocation of human resources and budget. This includes investing in product innovation to enhance design, functionality, and material excellence, ensuring the offerings remain both timeless and culturally relevant. A key pillar of this strategy is the training of future artisans, preserving traditional craftsmanship while fostering new talent. By nurturing expertise and elevating creative development within its ateliers, Celine can sustain its legacy of excellence and maintain its competitive edge in the luxury leather market.



02

Mitigating Future Losses

Over the years, Celine has expanded its product portfolio across various categories in an effort to broaden its market presence. However, this diversification has gradually diluted resources and shifted attention away from the brand’s core strengths. By discontinuing underperforming product lines, Celine can streamline operations, reallocate investments more strategically, and reduce financial losses stemming from less profitable categories. This renewed focus on high-margin, high-demand offerings—particularly leather goods—will not only improve operational efficiency but also enhance long-term profitability and brand clarity.



03

Building Brand Density

To build stronger brand density, Celine must unlock the untapped potential within its core offerings—particularly leather goods—by channeling focus and resources toward what it does best, rather than diluting its identity through over-diversification. This approach emphasizes selective awareness, prioritizing brand salience among its most valuable and aligned consumer segments. By curating a more refined and intentional assortment, Celine can project unpretentious exclusivity—signaling confidence, clarity, and cultural relevance. This sharpened focus not only strengthens consumer perception but also reinforces the brand’s quiet luxury positioning in an increasingly saturated market.

02

FOCUS ON CORE CATEGORY - LEATHER GOODS



01

Cultivating the Next Generation of Celine Artisans

Invest in training future artisans in the signature techniques used to craft Celine bags.

Brand Association



02

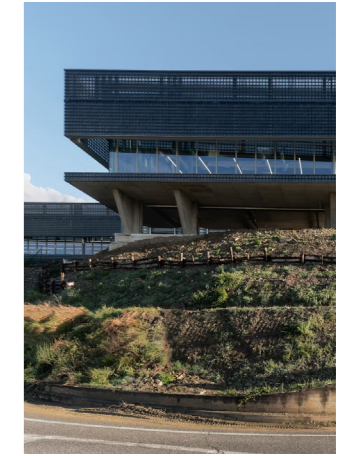
Design and Product Innovation

Reduce overt logo usage and explore innovative, subtle branding techniques that align with the brand’s identity

For example, signature silhouettes, unique craftsmanship details, monogram textures, or coded design elements.

Brand Density

Selective Awareness: Subtle branding appeals to discerning consumers who recognize the brand through craftsmanship, silhouette, and design codes, not logos.



03

Experiential Inclusivity

Celine can strengthen its brand narrative by launching an exclusive leather goods experience at La Manufacture in Chianti, Italy. Opening the facility to select guests from its VIP network and curated mailing list will offer a rare, behind-the-scenes look at the brand’s craftsmanship, deepening emotional connection and reinforcing Celine’s commitment to heritage and quiet luxury.

Brand Association

Functional associations: Superior Craftsmanship and High-quality production.

Emotional associations: Builds trust through transparency.

02

RESIDENCE TRIOMPHE

WHAT IS IT?

Each year, artists from around the world are invited to reinterpret the Celine Triomphe bag through their unique cultural lens. Three artists are selected annually for authentically representing their heritage through art. They reside at Celine’s Chianti atelier, co-creating a limited-edition version of the Triomphe bag alongside Celine artisans and the creative director. Only 20 bags are produced per artist—60 in total each year—and distributed through select flagship stores worldwide. This program highlights emerging global talent while preserving exclusivity and reinforcing Celine’s commitment to cultural expression and craftsmanship.

WHY IT WORKS?

Celine’s art-forward design philosophy and bold commitment to creative expression extend beyond fashion into its retail environments, where art and furniture are seamlessly integrated. This project brings that vision into a collectible leather goods line, translating Celine’s artistic ethos into limited-edition pieces. These pieces will be exclusively auctioned which will help establish an investment value pricing and further increase the resale value of the product. This way, the line preserves exclusivity, drives collector demand, and generates local media buzz—while introducing the brand to new, culturally attuned audiences around the world.

CULTURAL INCLUSIVITY

Collaborating with globally diverse artists would enrich Celine’s brand imagery and storytelling, infusing it with a broader range of cultural perspectives. This approach not only deepens the brand’s creative expression but also fosters cultural inclusivity—positioning Celine as a sophisticated, globally relevant tastemaker attuned to the nuances of modern luxury.

Purpose: A substantial amount of profit from the auction will be invested in the ‘Vers L’Art’ fund that supports artists across different regions around the world by building art galleries and museums.

HOW DOES IT AUGMENT CELINE’S EQUITY?

Brand Awareness:

1. Recognition: These collaborations strengthen brand recognition in the artists’ home regions and allow Celine to tap into their existing audiences.
2. Recall: By organizing these collaborations annually, Celine consistently engages its audience, strengthening brand recall over time.

Brand Associations:

1. Symbolic associations: Artistic and culturally inclusive.

CELINE RESIDENCE TRIOMPHE PROGRAM

Celine Triomphe Bag in collaboration with Christina Quarles (U.S.)

Born in Chicago and raised in Los Angeles, Christina Quarles draws on her mixed-race and queer identity to explore cultural fluidity and the complexities of belonging through her expressive, body-centered paintings.



AI Generated Image By ChatGPT

Celine Triomphe Bag in collaboration with Manish Nai (India)

Manish Nai draws on his Indian heritage by using traditional materials like jute, newspaper, and cloth to create minimalist works that reflect the textures, rhythms, and transformations of contemporary urban India.



AI Generated Image By ChatGPT

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