智华 **基丽** INTELLIGENCE

## 华丽志 2024 Luxury Brands in China Power Ranking

(The Abridged Edition for Free Download)

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Store Renovations and Upgrades in 2024

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### **About LUXE.CO**

Founded in 2013 and honed over a decade, **LUXE.CO** has become an iconic IP across the world of fashion and finance. It serves as the "**ultimate destination**" for discerning readers seeking comprehensive business and financial information on luxury, fashion and lifestyle sectors. It is also **the "preferred platform"** for fashion and luxury business leaders to make their voices heard in China.

By consistently delivering a spectrum of high-quality fashion business and financial contents over the past decade, LUXE.CO has attracted China's most valuable users characterized by high income, high spending, high education, and high sensibility.



Over the past decade, we have diligently documented all major investments and M&A deals in the domestic and international fashion industry, offering professional interpretations and in-depth analyses by our inhouse analysts.



We've engaged in conversations with a large number of global fashion and luxury executives, founders, and family heirs, capturing their valuable views and opinions.



We've been building the world's most extensive "brand database" with over 6,000 brands included so far. The 30,000+ high-quality articles on **LUXE.CO** covers luxury, fashion, beauty, sports, outdoor, home, travel, and wellness sectors, with almost all major business and financial events recorded.



We have the largest collection of financial reports on domestic and international fashion and luxury companies (listed and private), along with a vast array of industry research reports, including original reports produced by "LUXE.CO Intelligence" as well as carefully selected third-party reports.

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### Luxury Brands in China Power Ranking

2021

2022

2023 H1

2023

2024 H1

2024













Entering its fourth year, *Luxury Brands in China Power Ranking* has become an important way to keep one's finger on the pulse of China's luxury market.

After a sustained period of rapid growth, the luxury market in China is approaching its first truly challenging cycle. Lately, when we talked to major luxury brands, the key word that came up most often was "hold-on!".

As market growth slows and uncertainty increases, the industry is cautious about the future. In this context, a report that can objectively and comprehensively present the real trends of luxury brands in China's market is especially valuable.

The **2024 Luxury Brands in China Power Ranking** covers the trajectory of **106 luxury brands** in China's market over the past year, with major activities and data systematically collected and analyzed for each brand a weighted scoring system employed to derive an objective 'ranking.'

Notably, despite the challenging market environment, the study reveals that most luxury brands have maintained or even increased local investments, underscoring their long-term commitment and unwavering confidence in China's market.

(Note: This report covers the period from 1 January to 31 December 2024 and includes 902 activities of 106 luxury brands in China, excluding non-core business such as beauty, fragrances, eyewear, and hotels).

### Which Brands are Investing More in 2024?

While this is the first challenging cycle that the China luxury market has faced, it is not an unprecedented test for global luxury brands.

Jean-Christophe Babin, BVLGARI's global CEO, told LUXE.CO: "We have faced much tougher times. The 2008 global financial crisis was extremely challenging, particularly for Western countries, while Asia was less affected."

Talking about the current situation, he emphasized that luxury brands need to be more creative, agile, substantial, and authentic than ever. The desirability of BVLGARI needs to continue rising to drive sales. It's more challenging to sell luxury today than six years ago, but it's still possible.

When the global environment is full of uncertainty, especially when China's market - a key growth engine of the luxury market - is also experiencing a tough time, how should brands adapt and rise to the challenges?



Jean-Jacques Guiony, CFO of LVMH group, shared his insights on an analyst call, "We've been through ups and downs...... It's a business that's cyclical to some extent, and we need to make sure that we're flexible enough to be able to adjust our cost base and structure to the cyclical fluctuations." He emphasized, "What we need to do is not to predict, but to adapt."

As a result, he insisted, "We [in China] should continue to invest in the brand, whether it's in stores, in marketing, or in media and events in marketing."

This is clearly reflected in the results of the *2024 Luxury Brands in China Power Ranki*ng. The brands that have risen the most on the list, such as Moncler, Jaeger-LeCoultre, Longchamp, Chanel, Dolce&Gabbana, etc., have all stepped up their efforts in terms of new store openings, renovations, as well as organizing large-scale events and campaigns in China.

#### 1. Opening 'first stores' in more cities

The footprints of leading luxury brands are no longer limited to China's first-tier cities but extending to more second- and third-tier cities. For example, Moncler opened new stores in Nanjing, Jinan, Hefei, Wuhan and Suzhou, including the first store in the city of Jinan and Hefei; Glashütte Original opened new stores in Jinan, Dongguan, Haikou, Wuhan, Shenyang, Yinchuan and Sanya, including the first store in the city of Dongguan, Yinchuan, Sanya and Haikou; and Balenciaga opened its first stores in the city of Fuzhou and Urumqi.

#### **2.** Upgrade **existing stores**

In China's luxury market, the past year has seen the highest number of store refurbishments since the year of 2021, especially the construction of iconic stores with larger areas and even multiple floors.

For example, Tiffany, which ranked No. 4, has had seven stores refurbished in the past year, with its Taikoo Li store in Chengdu becoming the brand's largest store in China. According to LVMH's Q3 2024 financial report, all of Tiffany's refurbished stores have achieved double-digit sales growth.

### 3. Continued development of VIC space and expansion of store services

Luxury brands are actively opening dedicated spaces for VICs. These spaces are mostly located inside established stores at strategically important high-end shopping centers, as well as newly opened large flagship stores, aiming to reinforce and expand core client network with enhanced in-store experience.

Take Loro Piana as an example. The brand opened two independent VIC stores in China in 2024, of which the one at Plaza 66 of Shanghai is the brand's first VIC salon in the world.

Balenciaga, Louis Vuitton, Bottega Veneta, Cartier, Chaumet, Goyard, and Qeelin have also added VIC spaces to their newly opened flagship stores.

### 4. Increased brand activities and exhibitions to achieve deeper resonance through artistic expression

In the past year, luxury brands have continued to spread their brand culture through major exhibitions, such as "BVLGARI Serpenti Factory: Eternal Metamorphosis" in Beijing, "Cartier, the Power of Magic" in Shanghai, "Gabrielle Chanel: Fashion Manifesto" in Shanghai, and "L'Or de Dior" in Beijing. Also, Jaeger-LeCoultre unveiled "The Precision Pioneer" Exhibition in Beijing, and Vacheron Constantin held a special exhibition "Seawater Cliff" at Pudu Temple in Beijing.

China is often the first or most important stop for these exhibitions as they tour around the world. Through these long-term investments, luxury brands are able to convey distinct and rich messages to China's audiences and established emotional ties with existing the potential customers.

### Impressing the More Sophisticated Chinese Consumer

The potential target audience of luxury brands is becoming more and more fragmented, harder to reach precisely, and harder to convince easily.

In previous years, consumers were more easily swayed to make impulsive shopping decisions in response to celebrity endorsement, major brand events, and large-scale advertising campaigns.

As the penetration of luxury brands in China's market continues to increase, and more brands entering and competing for attention, Chinese consumers have become more used to the presence of luxury brands, but more difficult to be influenced the by their marketing effort. As they become more sophisticated and discerning, their judgement and expectation towards luxury goods are evolving continuously, with authenticity, timelessness and uniqueness now valued more than ever before. As the result, the old ways of dealing with China's luxury market are no longer as effective as before.

As explained by David Myers' Social Psychology, the Peripheral Route to Persuasion is now less likely to bring about real impact and change in China's target audience, and luxury brands shall seek the Central Route to Persuasion instead.



The watch industry, for example, is arguably the most challenging luxury category today. Among luxury watch brands, Jaeger-LeCoultre's "The Precision Pioneer" exhibition in 2024 serves as an excellent example of "center-path persuasion": the Swiss luxury watch brand, acutely aware of the still low awareness of watches among China's general public, has made significant effort in educating China's consumers about the heritage and innovation of Swiss watch making.

In order to re-impress Chinese consumers, luxury brands need to adopt a "zero" mentality. They should ditch superficial contents and no-brainer communication; dig deeper into their core assets and pour their heart into creating and delivering truly convincing, powerful and distinct message to China's audiences.

During this process, it is especially important to build a localized team with new way of thinking and working, who understand Chinese culture and market sentiment, and would willingly act as the bridge to connect the local people with the spirit of the brand.

### It's Time to Get Reacquainted with China's market!

Over the past decade or so, almost all luxury brands have gravitated to China and gained handsome rewards because of its sheer size and growth momentum.

As time goes by, double-digit growth is no longer the "default" for luxury companies in China's market. With increasing exposure to the world of luxury, Chinese consumers are constantly adjusting their views and choices of luxury spending, causing different patterns of consumption to emerge.

"It's increasingly difficult to forecast Chinese customer behavior, which is now the most unpredictable", said Jean-Jacques Guiony, CFO of LVMH Group.

For luxury brands, navigating such an "unpredictable" and enormous market is more challenging than ever before. Yesterday's wining strategy could well be obsolete for today and tomorrow.

In the opinion of LUXE.CO, to effectively maintain, gain or regain the competitive advantage in China's market, a luxury brand company should get reacquainted with China's market, and transform itself into agile "learning organization" while cultivating a unique and powerful identity that is truly relevant in China's current and future social and cultural environment.



#### Dynamic Learning

Gaining a profound understanding of China's market, particularly the burgeoning upper-middle-class demographic, and identifying their needs and preferences.

#### Effective Communication

Move away from stereotype mindsets and marketing tactics. Keep the brand's core assets at heart — remarkable craftsmanship, iconic products, and authentic stories; create compelling and convincing contents; communicate to the public in creative and effective ways.

#### Meticulous Execution

In the fiercely competitive retail market, innovate boldly and invest smartly in physical stores to continuously optimize and enhance the customer experience.

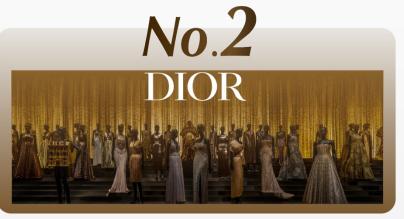
Leveraging LUXE.CO's extensive industry database and research capabilities, the "2024 Luxury Brands in China Power Ranking" highlights industry trends and best practices that are not only crucial for luxury brand enterprises but also immensely beneficial for the broader fashion value chain. This encompasses commercial real estate, high-end retailers, supply chain partners, public relations and advertising agencies, financial and industrial research institutions, as well as other Chinese and international brand firms across various sectors.



### 华丽志 LUXE.O 庫丽

## 2024 Luxury Brands in China Power Ranking TOP5













## 2024 Luxury Brands in China Power Ranking TOP10

No.1
LOUIS VUITTON

No.2

DIOR

No.3

**CHANEL** 

No.4\*

**GUCCI** 

**LOEWE** 

TIFFANY&CO.

No.5



GENÈVE

No.6\*

**No.7** 

**No.8** 

**No.9** 

No.10\*

Cartier

**PRADA** 

**BURBERRY** 

HERMES

MaxMara

**BALENCIAGA** 

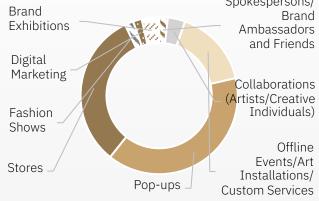
月 BLANCPAIN MANUFACTURE DE HAUTE HORLOGERIE 空 始

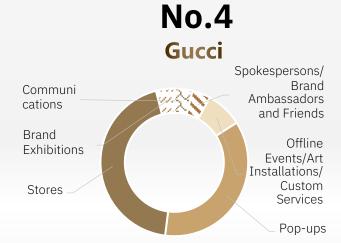
Van Cleef & Arpels

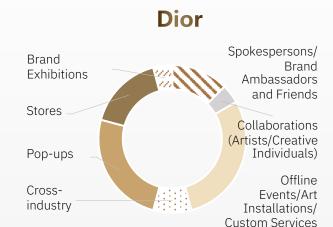
<sup>\*</sup>Note: Since the scores for the  $4^{th}$ ,  $6^{th}$  and  $10^{th}$  places are identical, the rankings are tied and are presented in alphabetical order of the brand names.

### Distribution of Activities of TOP10 Brands (2024)





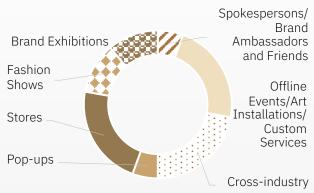




No.2







No.4
Tiffany & Co.

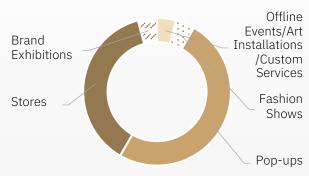




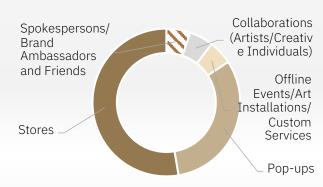


### Distribution of Activities of TOP10 Brands (2024)

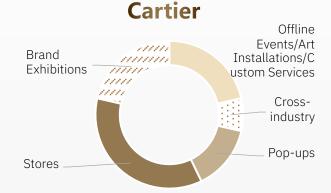
No.5
Vacheron Constantin



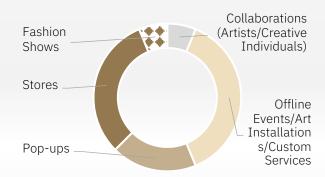
No.7
Burberry



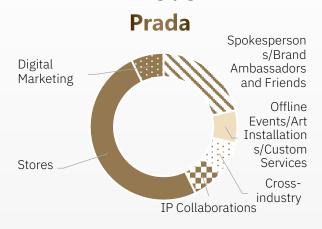
No.6



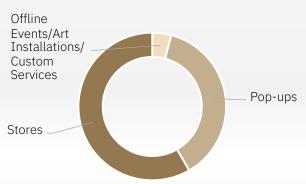
No.8 Hermès



**No.6** 



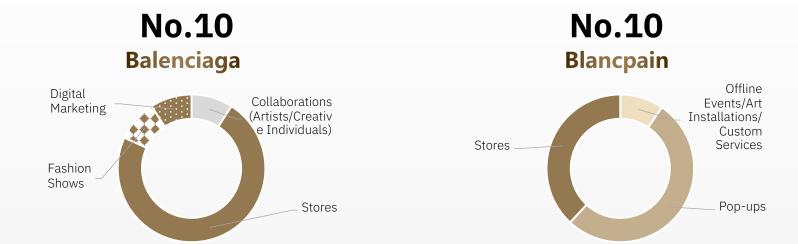
No.9
Max Mara



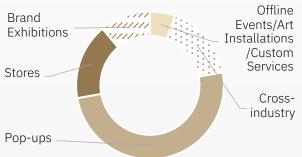




### Distribution of Activities of TOP10 Brands (2024)



No.10
Van Cleef & Arpels





## 2024 Luxury Brands in China Power Ranking TOP11-20

No.11\*

BVLGARI

Indication Qeelin

No.12

**VERSACE** 

No.13



No.14

DOLCE & GABBANA

No.15

Ω OMEGA



No.16\*

IWC SCHAFFHAUSEN

LONGCHAMP

VALENTINO

No.17



No.18\*

**BOTTEGA VENETA** 

No.19

**CELINE** 

No.20

טונט טונט

**ZEGNA** 

The scoring for the Power Ranking is based on data collected by LUXE.CO on the marketing activities and channel expansion efforts of major luxury brands in China's market in 2024. Different weighting factors are assigned to different subtypes of brand activities based on their importance and magnitude. For example, the weight for a grand exhibition is greater than that for a regular exhibition, and the weight for a nationwide first store opening is superior to that of a city's first store opening, with first stores in first-tier cities holding more weight than those in second-tier cities, and so on.

(Note: This ranking does not include developments related to luxury beauty, skincare, fragrance, or eyewear.)

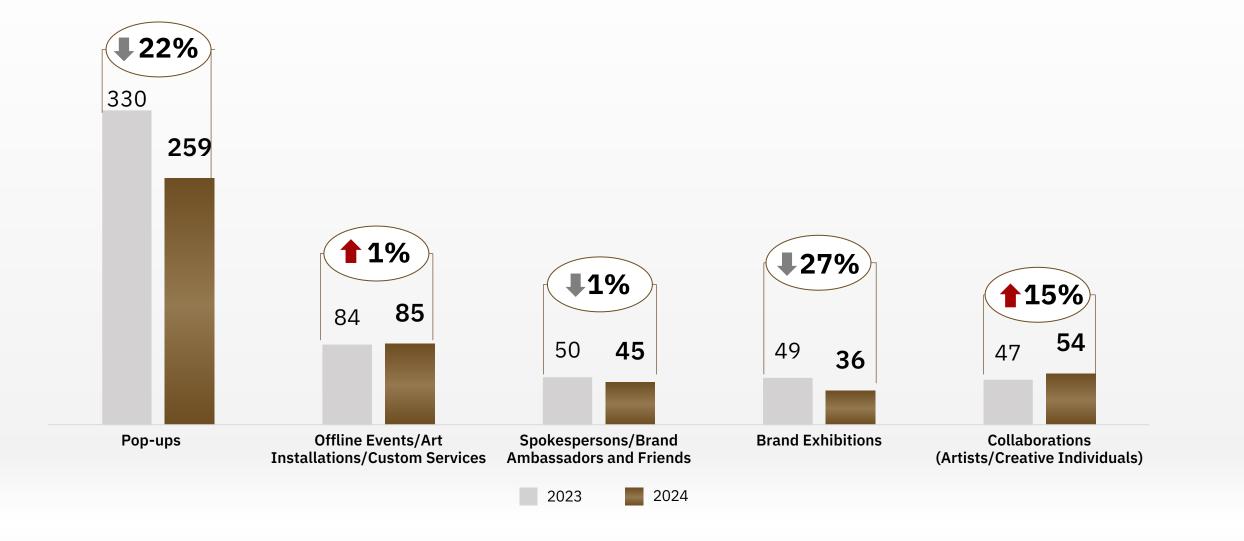
The "Luxury Brand China Power Rankings" encompass activities in ten main categories, with various subtypes under each category:

- 1. Store Expansion: Global flagship store openings, nationwide flagship store openings, city flagship store openings, other new store openings, significant store renovations, other store renovations.
- 2. Brand Exhibitions: Large-scale brand exhibitions, regular brand exhibitions, and brand city tours.
- 3. Fashion Shows: Offline fashion shows held in China.
- 4. Collaborations: Collaborations with Chinese business brands, collaborations with celebrities/KOLs/top artists, collaborations with Chinese independent designers, collaborations with international IPs, and collaborations with local IPs.
- 5. Sponsorship: Sponsorships for public welfare, cross-industry sports, cross-industry music, sponsorship of cultural and artistic events.
- 6. Creative Partnerships: Collaborations with local artists/creative individuals.
- 7. Brand ambassadors/Ambassadors/Friends: Appointments of Chinese brand spokespersons, appointments of Chinese brand ambassadors, appointments of brand friends.
- 8. Communication: Publication of books.
- 9. Digital Marketing and E-commerce: Online stores, interactive experiences, and podcasts.
- 10. Other Brand Activities: Customization, art installations, pop-up stores, and experiential spaces.

All updates are sourced from: LUXE.CO Intelligence, the brands' WeChat/Weibo accounts and press releases. To view the 2024 H1 rankings, click the link: https://luxe.co/post/358785.

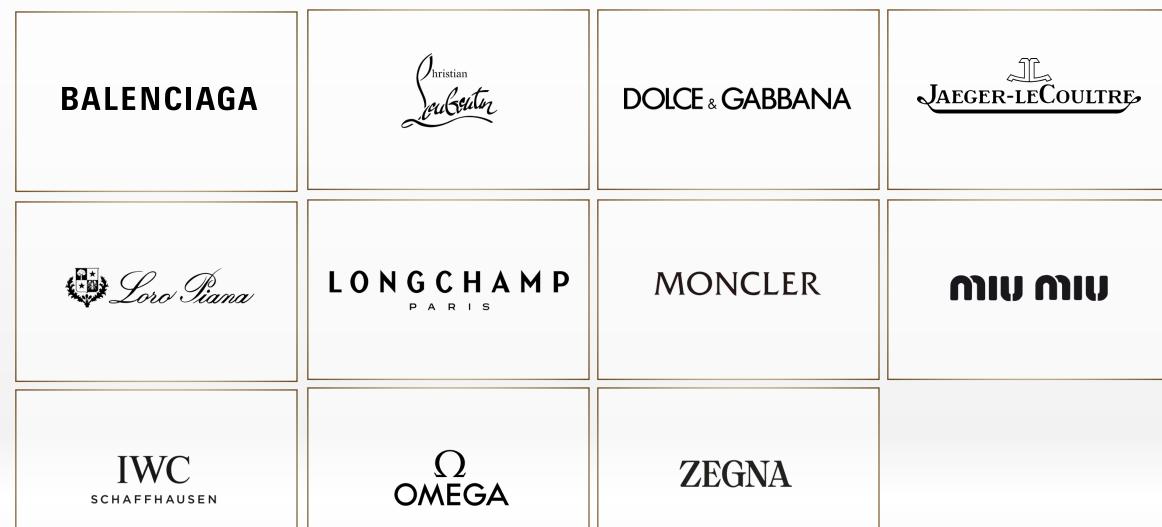


### Changes in Marketing Mix (2023 vs. 2024)





### 20 New Brands to the Ranking(2023 vs. 2024)



华丽志 智华 LUXE.CO 奉丽 LUXE.CO 17 INTELLIGENCE 17

### Parent Companies of TOP20 Brands

Parent Group/Company	Brand(2024 Ranking)	
	Louis Vuitton (1)	
	Dior (2)	
	Tiffany & Co. (4)	
LVMH Group	Loewe (4)	
	BVLGARI (11)	
	Loro Piana (17)	
	Celine (19)	
Kering Group	Gucci (4)	
	Balenciaga (10)	
Kering Group	Qeelin (11)	
	Bottega Veneta (18)	
Richemont Group	Vacheron Constantin (5)	
	Cartier (6)	
	Van Cleef & Arpels (10)	
	Jaeger-LeCoultre (15)	
	IWC (16)	

Parent Group/Company	Brand(2024 Ranking)
Prada Group	Prada (6)
	Miu Miu (20)
Swatch Group	Plananain (10)
	Blancpain (10)
	Omega (15)
Burberry Ltd.	Burberry (7)
Capri Group	Versace (12)
Chanel Ltd.	Chanel (3)
Christian Louboutin Company	Christian Louboutin (11)
Dolce&Gabbana S.r.l.	Dolce&Gabbana (14)
Ermenegildo Zegna Group	Ermenegildo Zegna (18)
Hermès Ltd.	Hermès (8)
Longchamp Ltd.	Longchamp (16)
Max Mara Fashion Group	Max Mara (9)
Mayhoola For Investments	Valentino (16)
Moncler Group	Moncler (13)





### **New Store Openings for Luxury Brands(2024)**

### Luxury Brand New Store Openings Data: (2023 vs. 2024)

Compared to 2023, new store openings in 2024 decreased year-on-year

**12%** 

Luxury Brand New Store Openings Data in 2023

277

Luxury Brand New Store Openings Data in 2024

244

**72** New Stores
Opened in First-tier Cities

205 New Stores
Opened in
Non-First-tier Cities

New Stores opened in First-tier Cities increased by 4% year-on-year

New Stores opened in Non-First-tier Cities decreased in 12% year-on-year

**75** New Stores Opened in First-tier Cities

169 New Stores
Opened in
Non-First-tier Cities



## Top 5 Cities Where Luxury Brands Opened the Most New Stores in China (2024)



Nanjing IFC, Nanjing Deji Plaza



Beijing Taikoo Li Sanlitun, Beijing WF Central, Beijing China World Trade Center, Beijing SKP, Beijing SKP-S



Wuhan SKP, Wuhan Wushang Mall



Shenzhen MixC, Shenzhen Uniwalk Qianhai, Shenzhen Bay Shenzhen Bay MixC, Shenzhen MixC World



Shanghai HKRI Taikoo Hui, Shanghai IFC, Shanghai Taikoo Li Qiantan, Shanghai Grand Gateway 66, Shanghai CITIC Pacific Plaza, Shanghai Plaza 66, Shanghai Reel Department Store, Shanghai Hongqiao Airport, Shanghai Zhangyuan, Shanghai Nanjing West Road



### Overview of New "First Stores" in 2024

### Luxury Brand New "First Store" Data: (2023 vs. 2024)

2023

Compared to 2023, the number of Brands that opened new first stores in 2024

2024

**62** Luxury Brands

decreased 40% year-on-year.

**37** Luxury Brands

112

Global First Stores / National First Stores / City First Stores

Compared to 2023, the number of new first stores opened in 2024

decreased **53%** year-on-year.

**53** 

Global First Stores / National First Stores / City First Stores

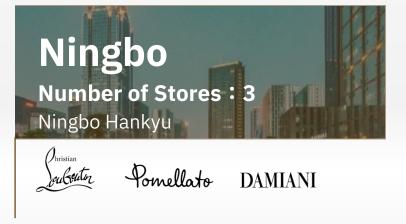


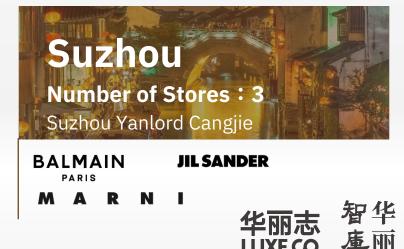
## Top 5 Cities Where Luxury Brands Opened the Most New "First Stores" in China (2024)







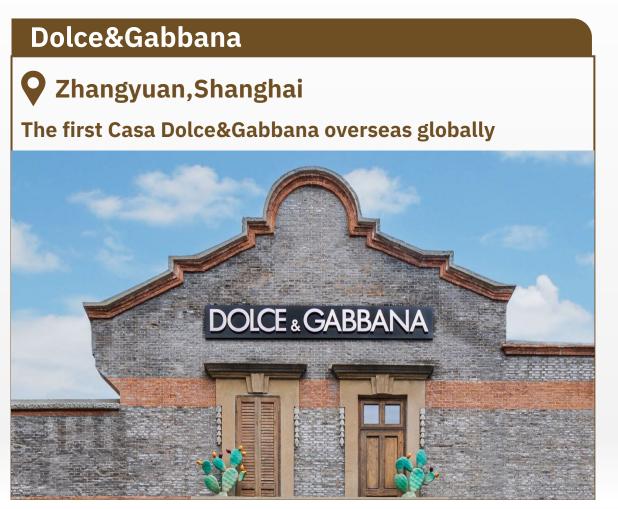




### **Audemars Piguet**

The Palaza Macao
The first AP House in Macao







#### LOEWE

Taikoo Li, Chengdu LOEWE Gaozhai, Chengdu



### **LOUIS VUITTON**

Taikoo Li, Qiantan Shanghai
The first chocolate store in China and third globally





### **Maison Goyard**

Taikoo Li, Chengdu
The first two floor store in Asia



### Van Cleef & Arpels

**Part Service**Beijing WF Central

The biggest store in China





#### **Vacheron Constantin**

Taikoo Hui, Guangzhou The biggest store in China



#### **ZEGNA**

HKRI Taikoo Hui, Shanghai The first ZEGNA CAFFÈ globally





### Highlights of New Stores Opened in 2024 VIC ROOM

### Balenciaga

Sanlitun Taikoo li, Beijing
Features a VIC room on the top floor



### **Chaumet**

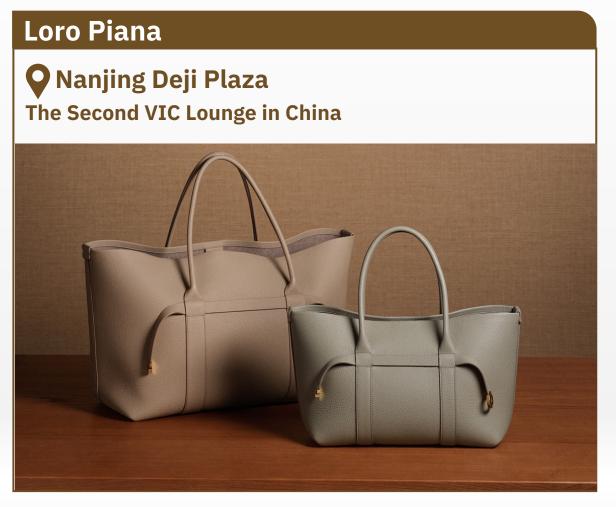
**P** Beijing SKP Salon Vendome





### Highlights of New Stores Opened in 2024 VIC ROOM

# **Loro Piana** Shanghai Plaza 66 The first VIC room globally



### Highlights of New Stores Opened in 2024 VIC ROOM

### **Maison Goyard**

Taikoo Li, Chengdu

The second floor features a gallery and private VIC salon







### Highlights of New Stores Opened in 2024 VIC ROOM

#### Prada









### Store Renovations and Upgrades in 2024

### Luxury Brand Store Renovations: (2023 vs. 2024)

The number of luxury brands which renovated their stores increased by 36% year-on-year.

In 2023, 45 luxury brands

In 2024, **61** luxury brands

renovated **81** stores in China

The number of stores refreshed **nearly doubled** year-on-year.

**37** stores in first - tier cities

**44** stores in non-first - tier cities

renovated **159** stores in China

**78** stores in first - tier cities

**81** stores in non-first-tier cities

36 of the renovated stores are single store/multi-story stores, and they occupy 23% of the total number of renovated stores

## Cities and commercial complexes where luxury brand stores in China have been upgraded to high specifications (2024)

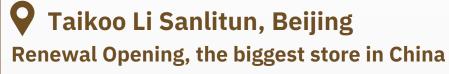
#### **TOP3 Cities**







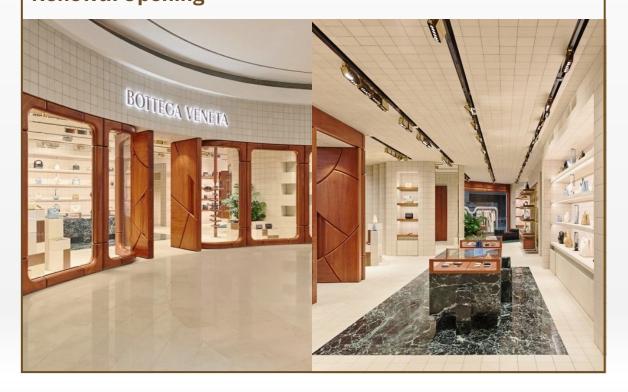
## Balenciaga



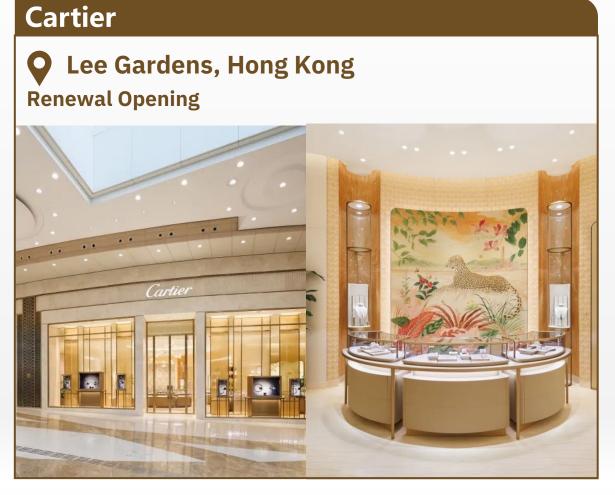


## **BOTTEGA VENETA**

**Q** Taipei 101 Mall Renewal Opening



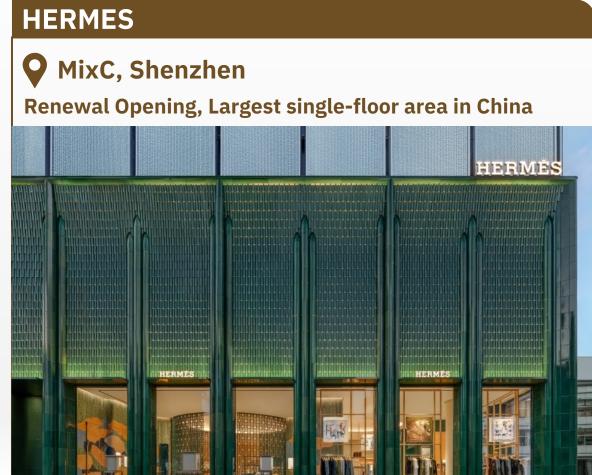
## Luxury Brand Store Renovations and Upgrades (2024)





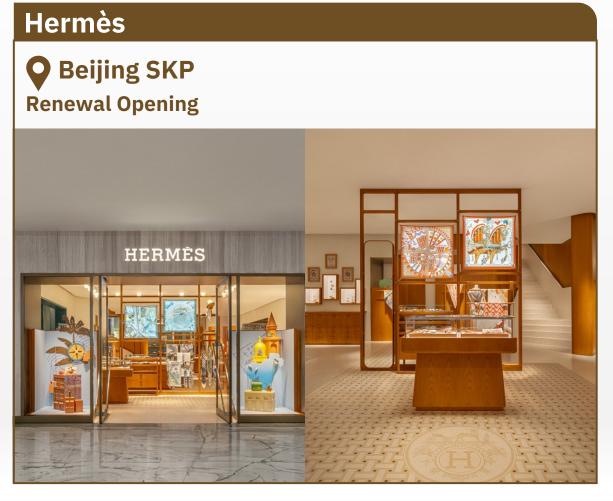


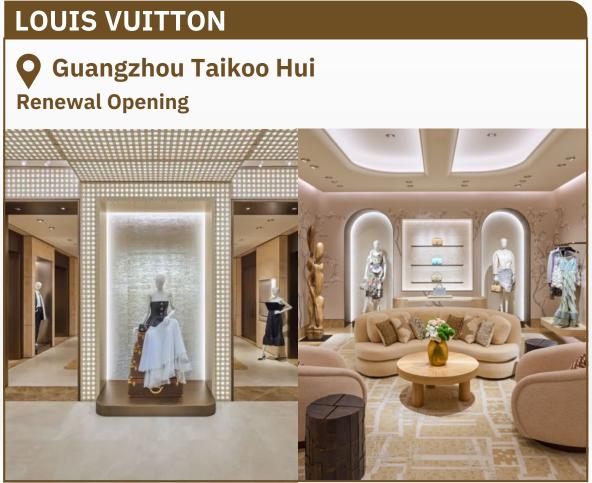
# Dior Lee Gardens, Hong Kong **Renewal Opening**





## Luxury Brand Store Renovations and Upgrades (2024)







## Luxury Brand Store Renovations and Upgrades (2024)







**Trends in Luxury Brands' Activities in 2024** 

# Spreading Brand DNA Through Exhibitions



#### **Cartier**

On July 6th, the global premiere of the Cartier TRINITY 100 thematic exhibition was held at the West Bund Art Center in Shanghai.



#### Chanel

On July 12th, Chanel hosted the "Gabrielle Chanel. Fashion Manifesto" exhibition at the Power Station of Art in Shanghai, marking the first retrospective of Madame Chanel's work in China.



#### **BVLGARI**

The global finale of Bulgari's "The Serpenti Factory" exhibition was held at the Qihoo Art Museum in Beijing on July 19th. The Beijing stop was the largest venue in this series of touring exhibitions.





# Spreading brand DNA through exhibitions







#### **Vacheron Constantin**

On August 9, Swiss luxury watchmaker Vacheron Constantin unveiled a new private exhibition, "Tribute to Traditional Culture: The Seawater Cliff in the Journey of Time," at Beijing's ancient Pudu Temple.

#### Dior

On September 2, the "L'OR DE DIOR" exhibition at Guardian Art Center in Beijing showcases the allure of gold through Dior's iconic fashion and J'adore perfume, blending history, creativity, and artistry. This is the brand's biggest event in China in 2024.

#### Jaeger-LeCoultre

On September 14, the Chinese premiere of the exhibition "The Precision Pioneer" was held in WF Central, Beijing.





# Sponsor/organize arts and cultural programs



#### CHANEL

On May 27, Chanel entered into a long-term strategic partnership with the Shanghai Museum of Contemporary Art (SMCA), restoring and upgrading the museum, while helping to establish a contemporary cultural brand in Shanghai.



#### **Vacheron Constantin**

On July 18th, the Palace Museum Training School and Vacheron Constantin held a signing ceremony for a collaboration on public welfare education at Pudu Temple in Beijing. The two parties will use watches as a medium, focusing on the theme of skills inheritance to create a unique and comprehensive curriculum, while also conducting a series of public welfare cultural exchanges and training activities.

# Sponsor/organize arts and cultural programs



## Qeelin

On September 19, Qeelin, together with the China Dunhuang Cave Conservation and Research Foundation and the Dunhuang Academy, organized a donation ceremony. Consequently, Qeelin will continue to support the "Dunhuang Cave Sui and Tang Dynasty Accessories Research" project. This marks the first study of Dunhuang cave accessories.



## Blancpain

On October 21, the 7th Blancpain-Imaginist Literary Prize concluded in Beijing. This local award, aimed at encouraging young Chinese writers under the age of 45, has garnered widespread recognition and praise in both the luxury goods industry and the literary world.





## Localized Creative Design



#### **Vacheron Constantin**

Vacheron Constantin unveils four timepieces inspired by the traditional Chinese motif of "the Seawater Cliffs," as depicted in the costumes of the Ming and Qing dynasties.



#### Loewe

Loewe is celebrating the Chinese New Year with a capsule collection inspired by the art of Chinese cloisonné. Teaming up with Chinese Arts and Crafts Master Xiong Songtao, the youngest of the six living masters in this field, Loewe has created two special sets of Chinese cloisonné creations in the shape of auspicious clouds and coiled snakes.



## **Burberry**

Burberry invited bamboo artist Qian Lihuai to create the "We" collection, consisting of nine bamboo art installations for the New Year's Eve collection, and launch the advertising campaign.





In 2024, luxury brands appointed a total of 22 Chinese celebrities as brand spokespersons, 10 of which are global spokespersons.

These spokespersons include not only celebrities but also directors and outstanding athletes, reflecting the evolving strategy of luxury brands in selecting spokespersons today. On one hand, whether the spokesperson can generate substantial attention for the brand through their personal influence remains a significant commercial consideration. At the same time, the alignment of the spokesperson's attributes with the brand's DNA, along with the brand's ability to effectively communicate its brand philosophy and values to the market through the spokesperson, are key factors related to the long-term interests of luxury brands.



8 of which are global spokespersons.

#### 2024

Luxury brands appointed a total of 22 Chinese celebrities as brand spokespersons









GIVENCHY

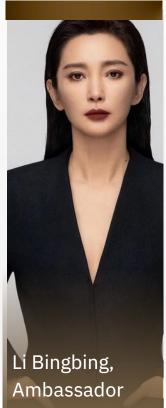


## LOEWE





# qeelin





















# Previous Power Rankings in Chinese/English

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Powered by our proprietary knowledge pool, extensive industry network and unique data intelligence, we have produced 90+ exclusive reports studying brand, consumer, category and market, and have oraganized numerous online/offline forums, providing first-hand insights and comprehensive best-practice references for the key players in the greater fashion ecosystem, helping the decision makers to gain broader, in-depth and forwarding-looking view of China's market and the industry in global context.

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