LOEWE

LXMT 745
WINTER 2025
PROFESSOR CANNATA
GEOGRAPHIC
EXPANSION INITIATIVE

ISABELLA LEPORE
LILY SARTISON
GAYLE PETRICK
SAAKSHI REDDY

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COMPANY HISTORY



WHAT IS LOEWE?

Loewe is a Spanish luxury fashion house known for its heritage in leather craftsmanship, artisanal excellence, and contemporary artistic vision. Founded in Madrid in 1846, the brand started as a leather workshop before evolving into one of the world's most prestigious luxury houses. Now part of LVMH, Loewe has transformed under Jonathan Anderson's creative direction since 2013, blending traditional craftsmanship with avant-garde design. The brand is celebrated for its high-quality leather goods, including iconic bags like the Amazona, Puzzle, and Flamenco. Loewe stands out for its commitment to art, culture, and storytelling, frequently collaborating with artists, craftsmen, and designers. Its aesthetic is a mix of quiet luxury, sculptural silhouettes, and understated yet bold fashion statements.

With a focus on sustainability, craftsmanship, and modernity, Loewe remains a cultural luxury house, appealing to those who value innovation, artistry, and timeless elegance.



BRAND HISTORY

- Established in Madrid, rooted in Spanish leather craftsmanship.
- Evolved from a leather atelier to an international fashion house.
- Expanded beyond Spain, reaching major fashion capitals worldwide.
- Introduced ready-to-wear collections, collaborating with top designers.
- Jonathan Anderson's:
  - Was appointed Creative Director, in 2013, bringing a bold, artistic transformation.

TIMELINE

1846

The Beginning- Founded in Madrid, Spain, as a collective of Spanish leather artisans.

1872

The Loewe Name is Born- German craftsman Enrique Loewe Roessberg joins.

1905

Royal Recognition- Loewe is appointed as an official supplier to the Spanish Royal Court

1940-50

The Evolution of Leather Goods- Introduces structured handbags and refined accessories

1970

Global Expansion & Designer Collaborations- Expands internationally, opening stores outside Spain.

1996

Joins LVMH- Acquired by LVMH, entering the global luxury market.

1990-2000

Reinvention & Heritage Revival- Modernizes classic designs while preserving Spanish craftsmanship.

2013

Jonathan Anderson's Creative Transformation- Is appointed Creative Director.

2016

Casa Loewe Concept- Opens Casa Loewe, blending art, fashion, and design.

2020

A New Era of Luxury Establishes itself as a **cultural luxury brand.**

CURRENT RESULTS





2023 RESULTS

€207.3 MILLION NET PROFIT

62.5% INCREASE IN PROFIT

RECORD LEVEL GROWTH

Growth was driven by Jonathan Anderson's bold creativity and the brands continue shift upwards on the market through the release of products like the Squeeze and Flamenco bags. Loewe also boosted brand awareness through the use of celebrities and influencers to maintain cultural relevance. Loewe's fragrance collection achieved record sales and elevated the brand. Loewe has continued to expand their distribution channels and opened new stores across the world.



PASCALE LEPOIVRE

Pascale Lepoivre is the CEO of Loewe. She joined the company in 2016 and has since worked to expand the company into different geographic area and create brand extensions.

LVMH

LVMH took a 70% stake in Loewe in 1996. LVMH has full control over the brand.

JONATHAN ANDERSON

Jonathan Anderson joined Loewe in 2013 as Creative Director. Prior to Loewe he worked as a visual merchandiser for Prada. Anderson has transformed the brand into what it is today. His bold and contemporary designs has generated great success for the company.

CURRENT OWNERSHIP

GROWTH PLANS

From 2025 to 2030, Loewe aims to achieve robust annual revenue growth of 8–10%, driven by strategic digital expansion and deeper penetration into emerging markets such as China, Southeast Asia, and the Middle East. The brand will focus on maintaining strong operating profit margins, targeting growth above 60%, similar to its impressive performance in 2023. This will be achieved through cost optimization strategies, including vertical integration and operational efficiencies. Additionally, Loewe is committed to retaining its position as a market leader in luxury fashion by consistently innovating, staying ahead of cultural trends, and leveraging its creative collaborations and unique storytelling to remain at the forefront of consumer demand. These efforts will solidify Loewe's status as a top-tier global luxury brand.



PRICING AND DISTRIBUTION ANALYSIS:

Loewe is a luxury brand that sets its prices high to demonstrate its focus on top quality and exclusivity. While its prices are higher than those of everyday brands, they are similar to those of other luxury brands.

For selling its products, Loewe has stores in big cities around the world and also works with select high-end department stores and specialty shops. The brand also makes shopping easy through its official website, where customers from anywhere can buy their products online.

By understanding this and examining Loewe's market performance, we can find ways to use the brand's strengths and improve areas that will help it grow globally.



LOEWE OPENS CASA LOEWE IN TOKYO

CURRENT DISTRIBUTION

Loewe is a Spanish luxury fashion house part of the LVMH conglomerate that has seen a lot of growth during recent years, particularly in revenues, up about 30 percent over 2023. This success is because of its vertically integrated Loewe business model, which allows the company to maintain rigid quality control and manage its supply chain from design to distribution. Today, the brand operates more than 100 retail stores across Spain, Portugal, Andorra, and France, strategically located at prime shopping destinations. Apart from this, Loewe sells its products to more than 50 countries through directly operated stores, online platforms, and selective department and specialty stores. Licensees and collaborations on various projects are also used, especially within the eyewear category, as a way to further diversify revenues.



DISTRIBUTION MODEL

Retail Stores: Loewe runs several boutiques around the world, with more than two dozen in the United States. Loewe opened a boutique on Oak Street in Chicago in October 2024. Loewe - Atlanta, Georgia - Phipps Plaza.

Online Platforms: Loewe has an e-store on its official website, hence giving a choice for every region. However, specific figures are not yet available for 2024. But in 2023, revenues at the brand surged about 30% to an approximate €810.8 million, while sales grew 27.5% to €789.3 million. Operating profit came in 77% higher to €247.5 million as net profit ended at €207.3 million, 62.5% over last year's.



Department and Specialty Stores: Other than its boutiques, Loewe partners with very few select department and specialty stores to distribute its products. For example, In September 2024, the brand collaborated with Saks Fifth Avenue on a special collection from its Fall/Winter 2024 line, featuring bespoke designs and window displays at the Saks New York flagship.

Distribution Models: Loewe operates on a vertically integrated model where it has retained control, for the most part, through its value chain from design and manufacturing to distribution. This allows the brand to have strict quality control and delivery of its products on time.





RETAIL BRAND IDENTITY

BRAND IDENTITY

Loewe has a unique brand identity that blends Spanish heritage, artisanal craftsmanship, and contemporary innovation. Under Jonathan Anderson, the brand has evolved into a cultural luxury house, balancing tradition with avant-garde aesthetics.

- **Heritage & Craftsmanship:**
  - Rooted in Spanish leather craftsmanship since 1846.
- **Modern Artistry & Experimental Design:**
  - Under Jonathan Anderson, Loewe has embraced a sculptural, surrealist approach.
- **Cultural Luxury & Storytelling:**
  - Engages deeply with art, design, and cultural narratives.
- **Timeless Yet Progressive Aesthetic:**
  - Maintains a quiet, refined luxury—not trend-driven, but forward-thinking.
- **Sustainability & Ethical Craftsmanship:**
  - Emphasizes slow fashion and long-lasting quality over mass production.



LOEWE POP-UP STORE LOCATIONS



6 TOTAL

LOEWE PERMANENT STORE LOCATIONS



7 TOTAL

REVENUE GROWTH PLAN

THE BRAND SAW GROWTH ACROSS ITS KEY GEOGRAPHIC MARKETS:

ASIA: +30%

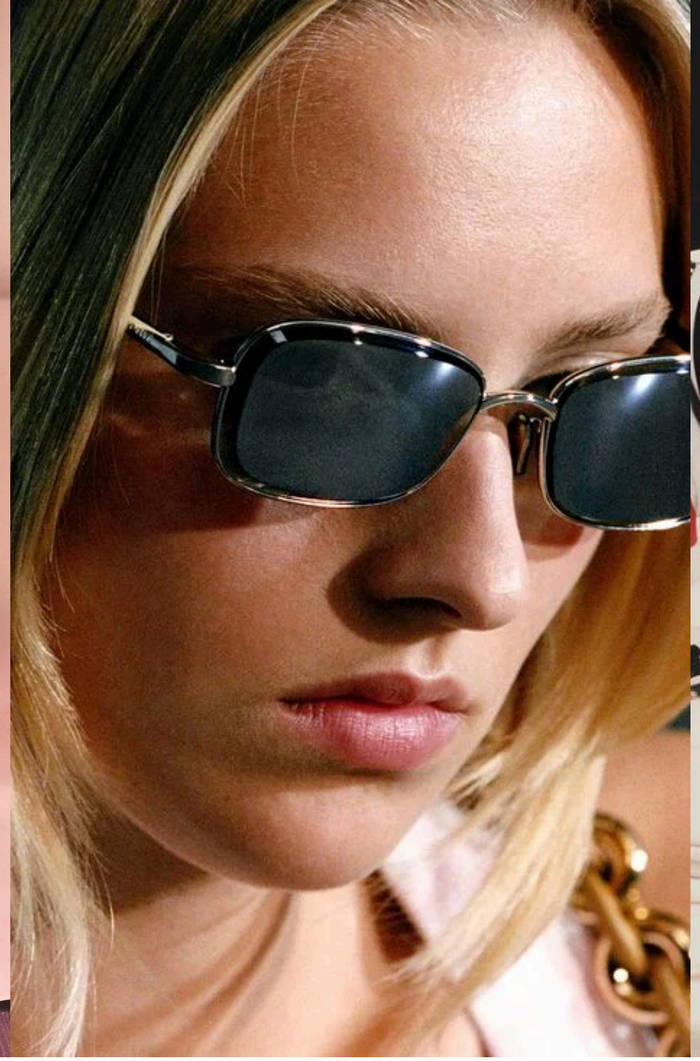


Loewe experienced significant revenue growth in recent years, with 2023 marking a standout year. The brand reported a net profit of **€207.3 million**, a **62.5% increase** from the previous year, while total revenue rose by nearly **30% to approximately €810.8 million**. Sales climbed **27.5% to €789.3 million**, continuing an upward trend from 2022, when revenue grew **36% year-over-year to €626 million.**

A key driver of this growth has been Loewe's strong performance in Asia, where sales surged by over **30% in 2023**. The brand's increasing presence in the region, coupled with the popularity of its leather goods and ready-to-wear, has reinforced its position as a global luxury leader. Loewe's transformation under Jonathan Anderson has played a crucial role in this momentum, propelling it to be named the world's hottest brand in Q2 2024.



Ready to wear



Accessories



Bags



Shoes

LOEWE STORES

FLAGSHIP STORES

LOEWE LOEWE LOEWE LOEWE



Casa Loewe Barcelona

Paseo de Gracia, 35, 08007
Barcelona, Spain



Casa Loews London

41 New Bond Street, W1S 2SQ London,
United Kingdom



Casa Loewe Madrid

Serrano, 34, 28001 Madrid, Spain



Barcelona

A mix of structured luxury with hints of creativity and vibrancy.



London

Merchandise is displayed with an art-gallery-like precision.



Madrid

Subtle yet stylish décor with designer pieces.



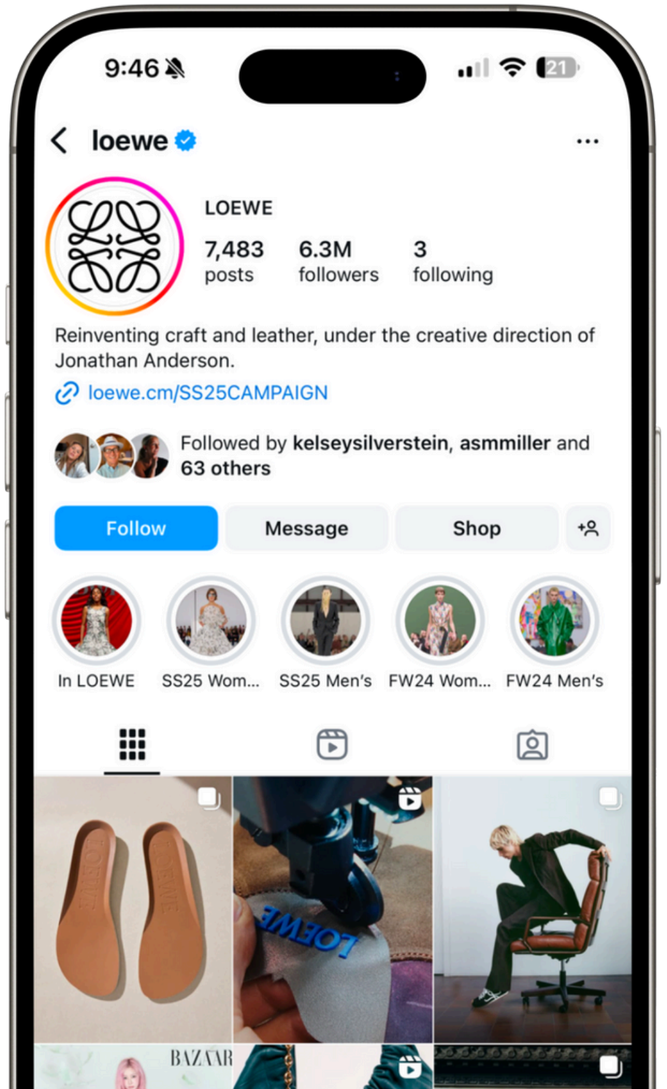
The **Loewe Foundation Craft Prize** celebrates excellence in contemporary craftsmanship, recognizing artisans who blend innovation with traditional techniques. Launched in 2016 by Jonathan Anderson, the 2025 edition continues to highlight outstanding works across various disciplines, awarding global recognition and a cash prize.



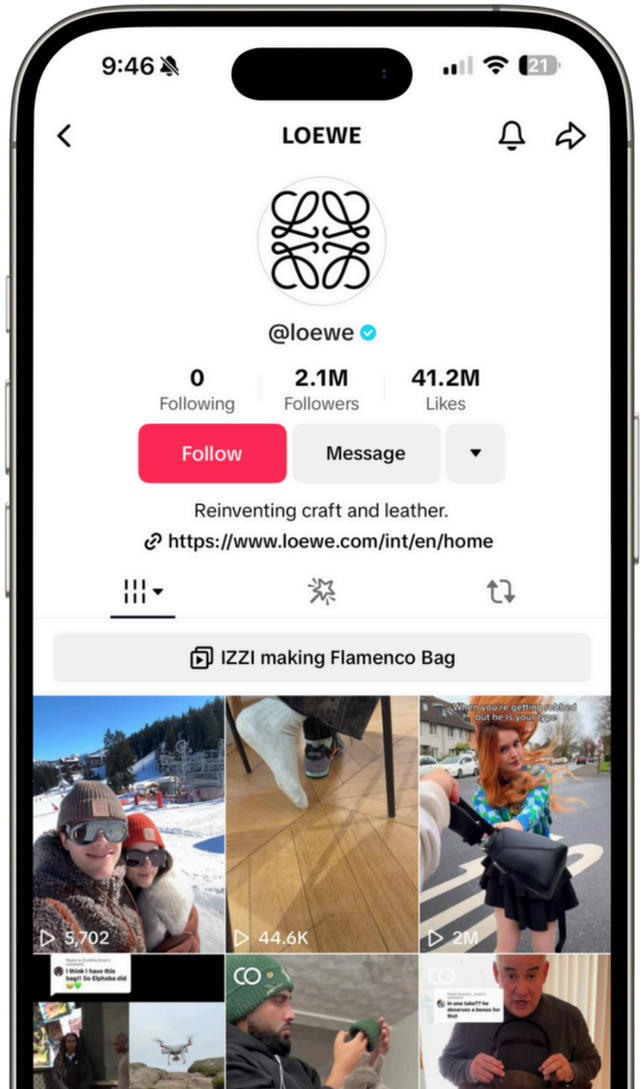
"**Crafted World**," a Whimsical Exhibition of Art and Fashion, Opening in Shanghai

PROMOTION

DIGITIAL ANALYSIS- SOCIAL MEDIA







COMPETITIVE ANALYSIS



THE ROW

The Row was founded by Mary-Kate and Ashley Olsen in 2006. The Row focuses on detailed tailoring and high quality materials. The Row works to mix timelessness with contemporary elements to create unique and modern designs. The Row recently received a S1 Billion dollar deal with Chanel signifying their presence in Luxury.



CELINE

Celine is a French fashion brand that was founded in 1945. Celine has been apart of LVMH since 1996. Celine works to create modern and timeless sophistication. Celine is known for their silhouettes and tailoring. Celine falls under the quiet luxury trend. Celine is a classic luxury brand that has been able to maintain cultural relevance.



MAISON MARGIELA

Maison Margiela is an avant garde French fashion house. Maison Margiela is apart of the OTB fashion group. The fashion house was founded on the ideas of non-conformity and breaking social norms. Maison Margiela values authenticity, self expression, and creative innovation. The fashion house celebrates unconventional styles and embraces fashion as an art form.







CHANEL

Chanel is a French luxury brand that was founded in 1910. Chanel is best known for their timeless elegance and iconic products like Chanel No. 5. Today Chanel is a leader in luxury fashion and is constantly finding new and creative ways to blend contemporary elements with their timeless designs to stay culturally relevant.

HERMES

Hermes is the oldest luxury fashion house. Hermes is best known for their excellent craftsmanship. They have developed a unique distribution products through their exclusive and rare bags. Hermes is known for their timeless and sophisticated silhouettes. Hermes creates high quality products and always prioritizes their heritage and craftsmanship.

LOUIS VUITTON

Louis Vuitton dominates the luxury industry. Louis Vuitton is well known for their leather goods. Louis Vuitton has multiple distribution strategies. As well, Louis Vuitton has create different product lines that appeal to different customer markets. They have some items that are more accessible and others than are more exclusive. Louis Vuitton is the luxury leader.



PRADA

Prada was founded in 1913 by Mario Prada. The brand is still family owned today. Prada prides themselves on creative innovation and being a leader in luxury. Prada is continuously blending timelessness with creativity and modern design elements.



GUCCI

Gucci is an Italian fashion house that was founded in 1921 by the Gucci Family. Gucci is now a part Kerign. Although Gucci has been recently struggling, they are best known for their contemporary and sleek designs.



SAINT LAURENT

Saint Laurent is a French fashion brand that was founded in 1961. Saint Laurent is current under the Kering group ownership. Saint Laurent has a sophisticated but edgy feel. The brand is sensual and powerful. YSL uses a multi channel distribution strategy by online and offline shopping experiences.



BOTTEGA VENETA

Bottega Veneta is an Italian fashion brand that was founded in 1966. The brand is influenced by Italian culture and craftsmanship. Their dedication to craftsmanship and heritage is seen through their contemporary designs.



FENDI

Fendi is an Italian Fashion house founded in 1925. Fendi is known for their innovative design and excellent craftsmanship. The brand works to blend traditional and contemporary style.

HIGH PRICE

HERMÈS PARIS

LOUIS VUITTON

BOTTEGA VENETA

SAINT LAURENT PARIS

CELINE

CHANEL

LOW ACCESSIBILITY

HIGH ACCESSIBILITY

PRADA

THE ROW

LOEWE

FENDI

Maison Margiela PARIS

GUCCI

LOW PRICE

PRICE & ACCESSIBILITY MATRIX

EXCLUSIVE

TIMELESS

MODERN

ACCESSIBLE

HERMÈS PARIS

THE ROW

LOEWE

CELINE

Maison Margiela PARIS

BOTTEGA VENETA

CHANEL

PRADA

SAINT LAURENT PARIS

LOUIS VUITTON

FENDI

GUCCI

PERCEPTUAL MAP

STRATEGIC PLANNING PROCESS



S

- Rich heritage as a Spanish luxury brand
- Known for high-quality leather goods
- Part of the LVMH group, providing strong financial backing
- Unique designs that blend traditional craftsmanship with modern aesthetics

W

- Limited Global brand recognition compared to other luxury competitors
- Smaller retail presence in key markets
- Potential over reliance on leather goods

O

- Growing luxury market in emerging economies
- Increasing demand for sustainable and ethically sourced/produced luxury goods
- Potential for expansion into new product categories
- Digital marketing and e-commerce growth

T

- Intense competition in the luxury sector
- Economic uncertainties affecting luxury spending
- Changing consumer preferences towards experiential luxury
- Potential supply chain disruptions

DIFFERENTIAL ADVANTAGES

Loewe strategically leverages its core competencies, exceptional leather craftsmanship, innovative design, and Spanish heritage, maintained through continuous investment. Backed by LVMH, it emphasizes its unique brand identity, high-quality materials, and production, appealing to consumers seeking distinctive luxury. Capitalizing on its Spanish roots and artisanal focus, Loewe differentiates through storytelling and premium pricing, selectively distributing via flagship stores and e-commerce. This targets fashion-forward, heritage-appreciating, global, and sustainable luxury consumers, enabling Loewe to stand out in a competitive market.





Loewe's mission is to blend tradition with innovation, creating beautiful and meaningful luxury items while honoring Spanish cultural heritage. They are committed to exceptional craftsmanship and creative design, solidifying their position as a leader in the luxury fashion industry.

MISSION

GEOGRAPHICAL EXPANSION: ANALYSIS OF THE ALTERNATIVES







MOROCCO

INDIA

EGYPT

A.T. KEARNEY RANKINGS: TOP 3 CHOICES

MOROCCO

INDIA

EGYPT

RANKED
#17

SCORE
50.1

- **Language:** Arabic & French (Spanish is spoken in some areas but not the primary language)
- **Currency:** Moroccan Dirham (MAD), not Colombian Peso
- **GDP Growth:** Morocco's GDP growth varies; the latest data is needed for accuracy (2023 estimates were around 3%).
- **Distribution Channel:** Directly Operated Store.
- **Competitors:** Louis Vuitton, Salvatore Ferragamo, Dolce & Gabbana.



MARRAKECH

MOROCCO

INDIA

EGYPT

RANKED
#1

SCORE
66.4

- **Language:** English & Hindi (widely spoken for business and luxury retail)
- Currency: Indian Rupee (INR)
- **GDP Growth:** Approximately 6-7% (India has one of the fastest-growing economies)
- **Distribution Channel:** Directly Operated Store
- **Competitors:** Louis Vuitton, Salvatore Ferragamo, Dolce & Gabbana



MUMBAI

MOROCCO

INDIA

EGYPT

RANKED
#6

SCORE
55.3

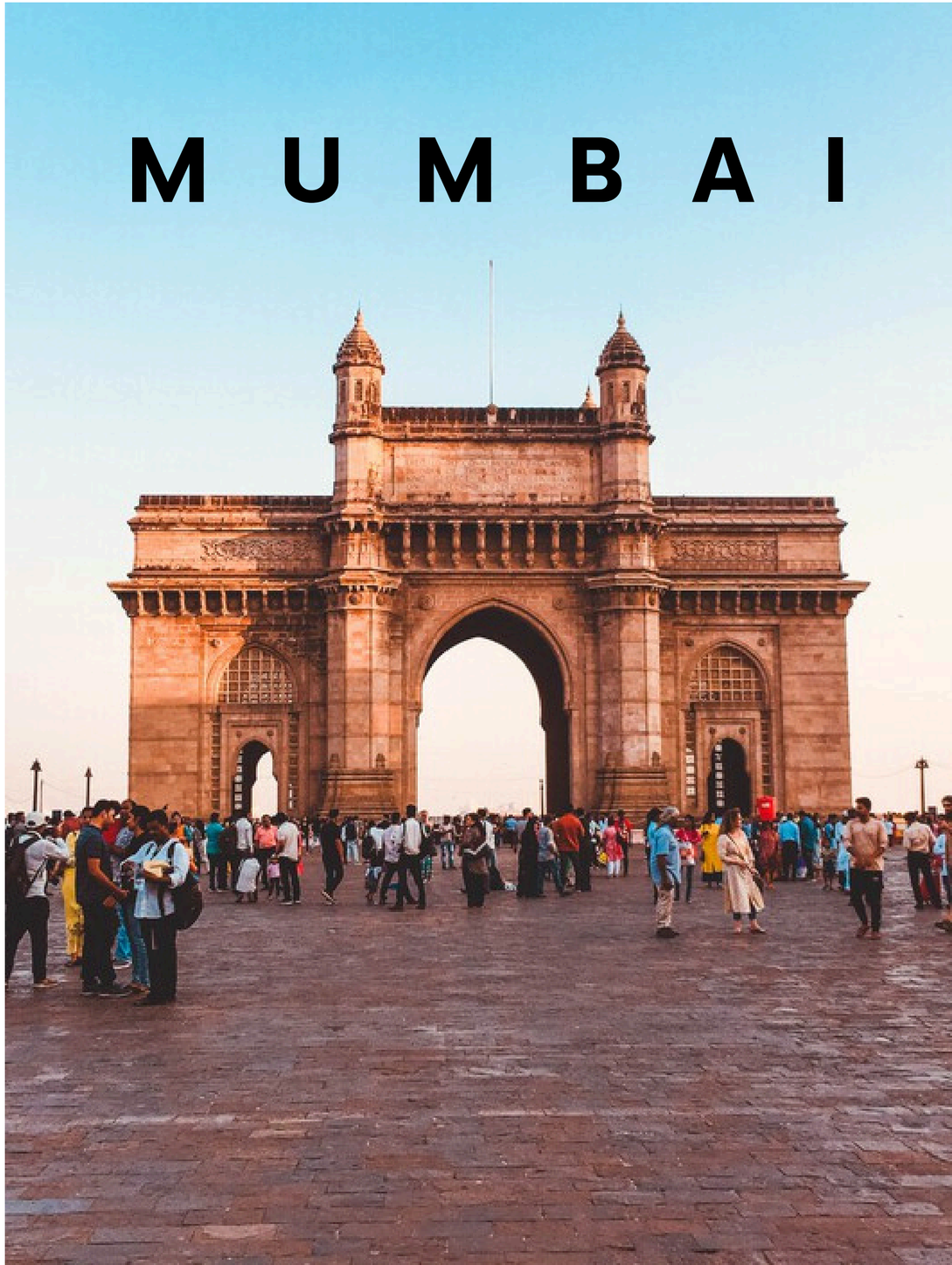
- **Language:** Arabic (English and French are also used in luxury retail)
- **Currency:** Egyptian Pound (EGP)
- **GDP Growth:** Approximately 4-5% (Egypt's economy has shown steady growth)
- **Distribution Channel:** Directly Operated Store
- **Competitors:** Louis Vuitton, Salvatore Ferragamo, Dolce & Gabbana



CARICO

COUNTRY OF CHOICE

The key indicator used in selecting our final country was primarily based on each country's A.T. Kearney Global Retail Development Index (GRDI) ranking and score. The country with the highest rank and score was India, positioned at #1 with a score of 71.7. The other two countries considered were Morocco at #7 and Egypt at #15. Beyond the GRDI ranking and score, we researched GDP growth, distribution channels, and the direct competitors established in each country. Upon examining all the information, India emerged as the clear choice for Loewe's expansion. Expanding into this dynamic and rapidly growing market would be a strategic move for the brand to strengthen its global presence and capitalize on India's booming luxury retail sector.



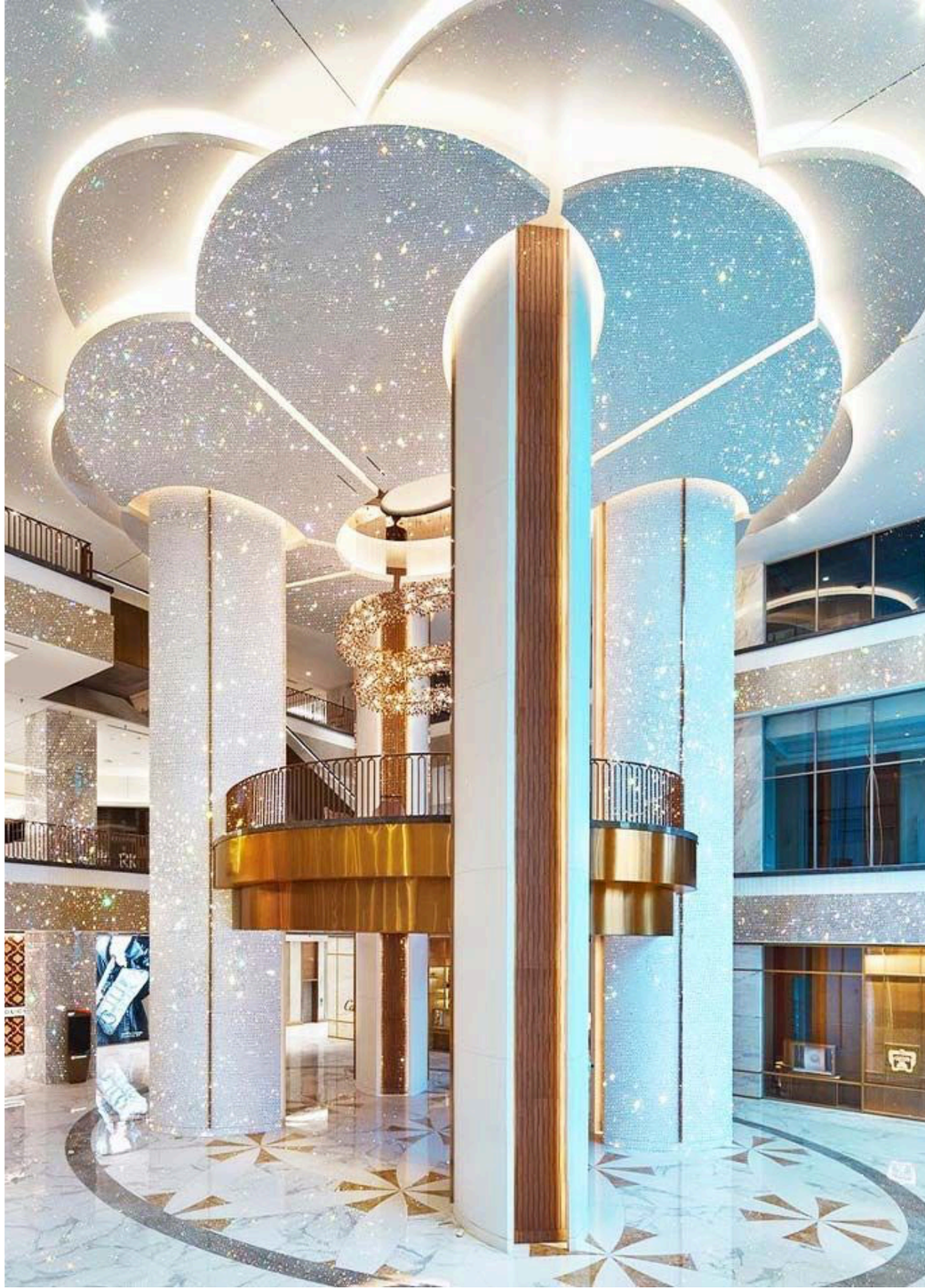
MARKET ANALYSIS

Loewe, the luxury Spanish fashion house, has been working hard to grow its global presence, particularly in growth markets such as **Mumbai-India, Marrakech- Morocco, and Carico-Egypt**. All three cities present unique opportunities and challenges in their respective retail landscapes.

Entry Mode

Joint Partnership

Expansion in Mumbai with a joint venture at Jio World Plaza is a strategic move into India's rapidly growing luxury market. Opened in 2023, Jio World Plaza has become an upscale destination with brands like Louis Vuitton, Gucci, and Dior. This partnership gives Loewe access to a high-end customer base and a proven luxury setting, providing visibility and opportunity for sales. However, high rents and stiff competition require a sound strategy to attain long-term success.



Size of Retail Market

International retail is a multi-trillion-dollar market, with India emerging as one of the most rapidly growing segments. The retail sector in India was valued at approximately S883 billion in 2020 and is projected to reach S1.7 trillion by 2026. The luxury segment, growing at an estimated 6.5%–7% per annum, is spearheaded by rising disposable incomes, shifting consumer behavior, and a growing pool of high-net-worth individuals. Mumbai is a center of finance and thus at the core of this development and, as such, a desirable site for luxury brands like Loewe.



P E S T E L

POLITICAL

Mumbai is located in the state of Maharashtra. India is a sovereign nation with a Prime Minister as the head of the country. Currently India is run by Narendra Modi. Maharashtra is run by governor C. P. Radhakrishnan. As well, the city of Mumbai has a mayor that oversees all municipal issues

India is a democratic country and was recently rank 7.2 on the democracy index. The country holds elections every 5 years with the most recent one being in 2024. The elections often take around 2 months to be completed.



ECONOMIC

India does have an extremely high poverty rate with around 60% of individuals living under the S3.10 poverty line.

India currently has a estimated GDP of S3,360.3 billion USD. The country's inflation rates are also expected to decrease by 2026.

Deloitte has projected Indias GDP to have a year on year growth percentage of 6.5 - 6.8 for 2025 for 6.7 - 7.3% for 2026. This means that there is significant growth opportunities for Indias economic market.

The recent economic growth in the country is appealing to luxury brands which is why there is a promising luxury market in India.



SOCIAL

India currently has a population of 1,393 million. The population is expected to continue to increase. India has the second highest population in the world, next to China. The official languages are English and Hindi and the most popular religion is Hindu.

The biggest issues facing Indias Society are unemployment, education and poverty. Consumers in India are most Interested in spending their money on clothing.

People in India value community and respect the most.

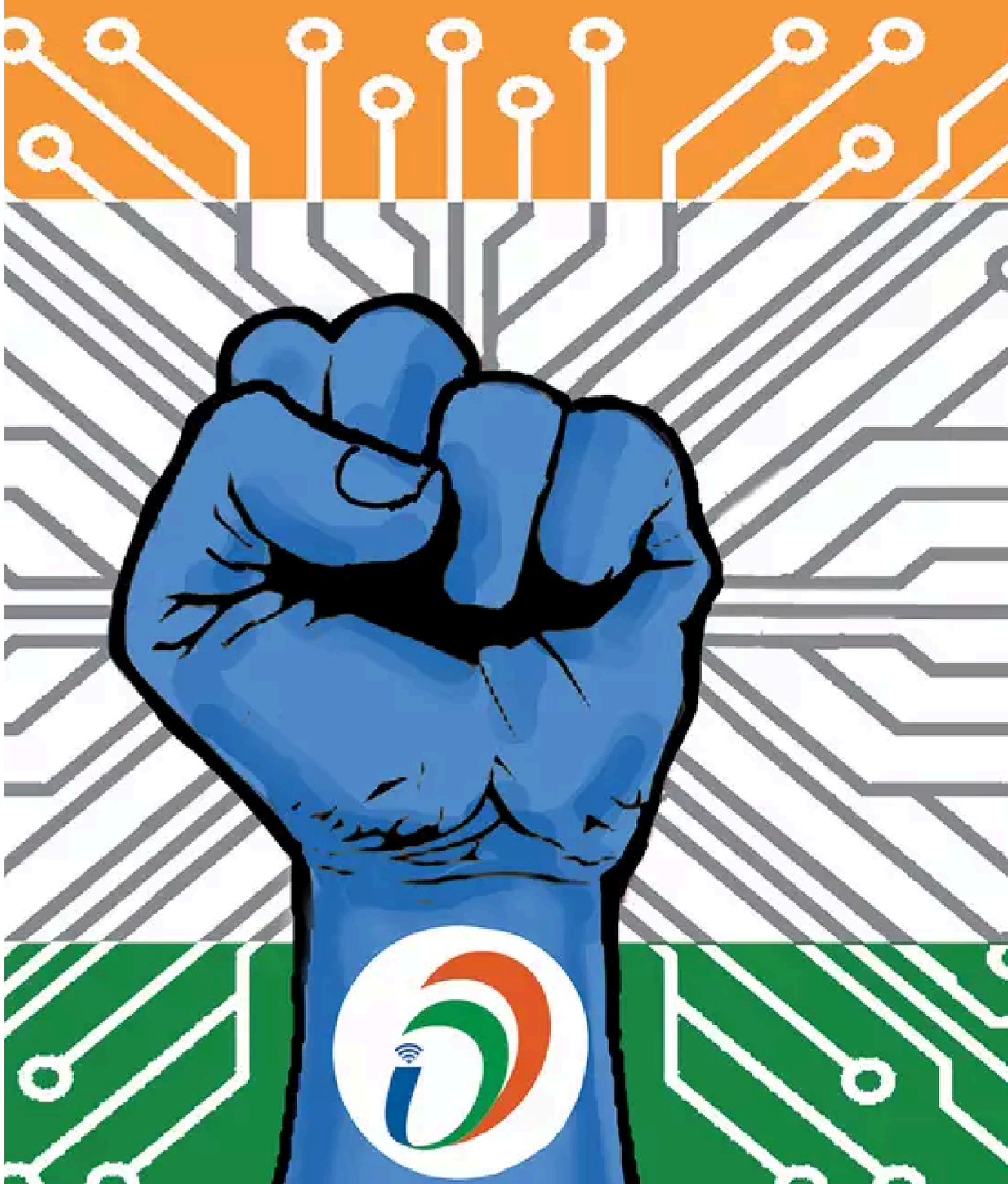


TECHNOLOGY

India is trying to discover its role in digital technology. With the rise in AI India is exploring new ways they can use technology to their advantage.

Programs like Digital India are continuously looking for ways to educate citizans on tech and digital advances. The program is looking to make India a Digitally advanced country.

Mckinsey released a report in 2019 stating that India is the second fastest country to adopt new technologies.

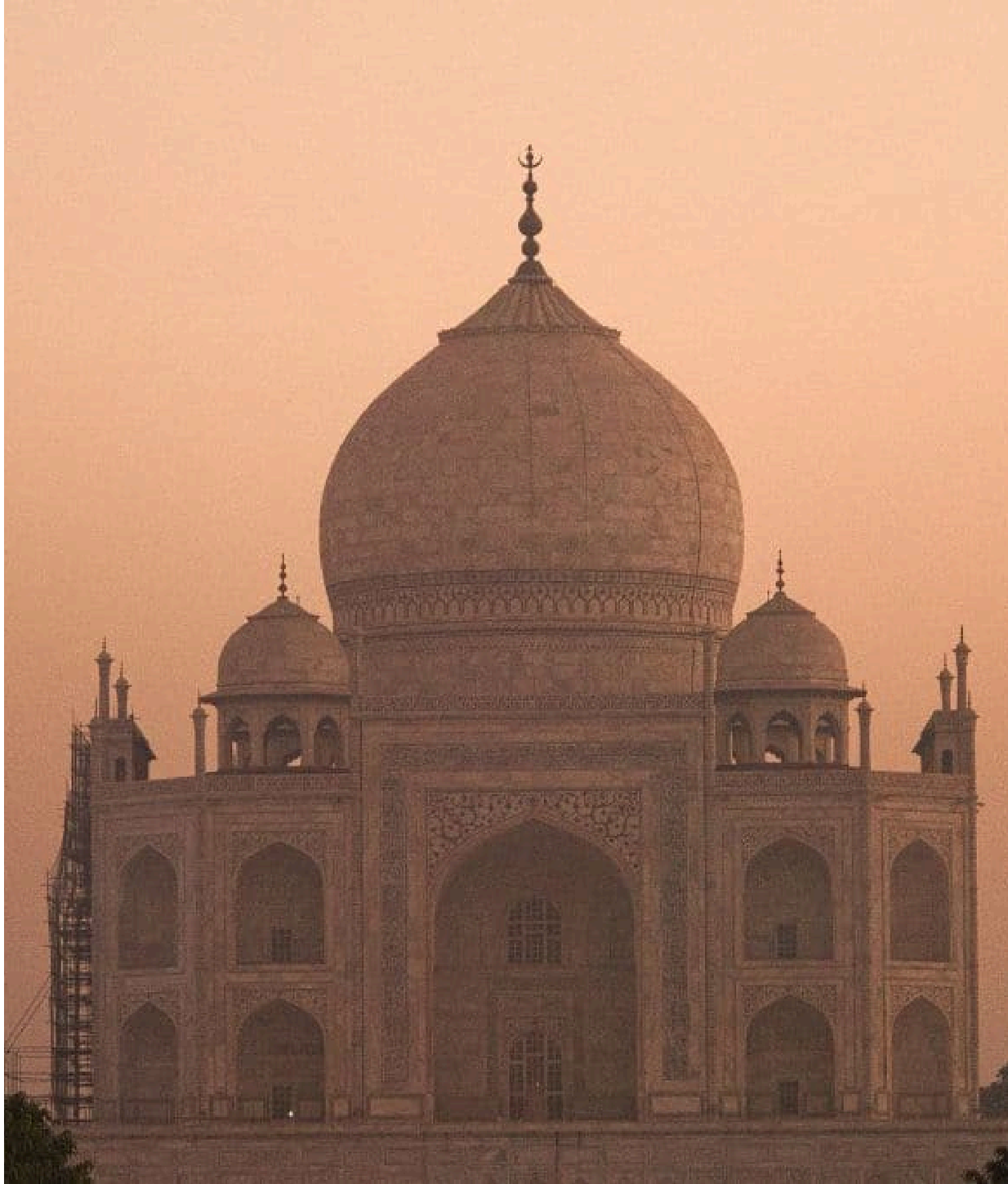


ENVIRONMENT

There are a lot of environmental issues in India. The biggest ones being, air and water pollution as well as waste management issues.

India has some of the most polluted cities in the world with Delhi having the most pollution in the country. The country is constantly struggling to find ways to combat their pollution issues. India's pollution is caused mostly by vehicles and industrial activities

Along with pollution India struggles with managing their waste. Some of the cities and states lack waste management infrastructure making it hard for citizens to reduce their waste and environmental footprint.



LEGAL

India has a justice system that is primarily based off of the British commonwealth.

There are three primary rules that make up Indias legal system. Civil law, common law and religious law.

Indias legal system deals with crime within the country as well as issues surrounding foreign businesses.



DIRECT COMPETITORS



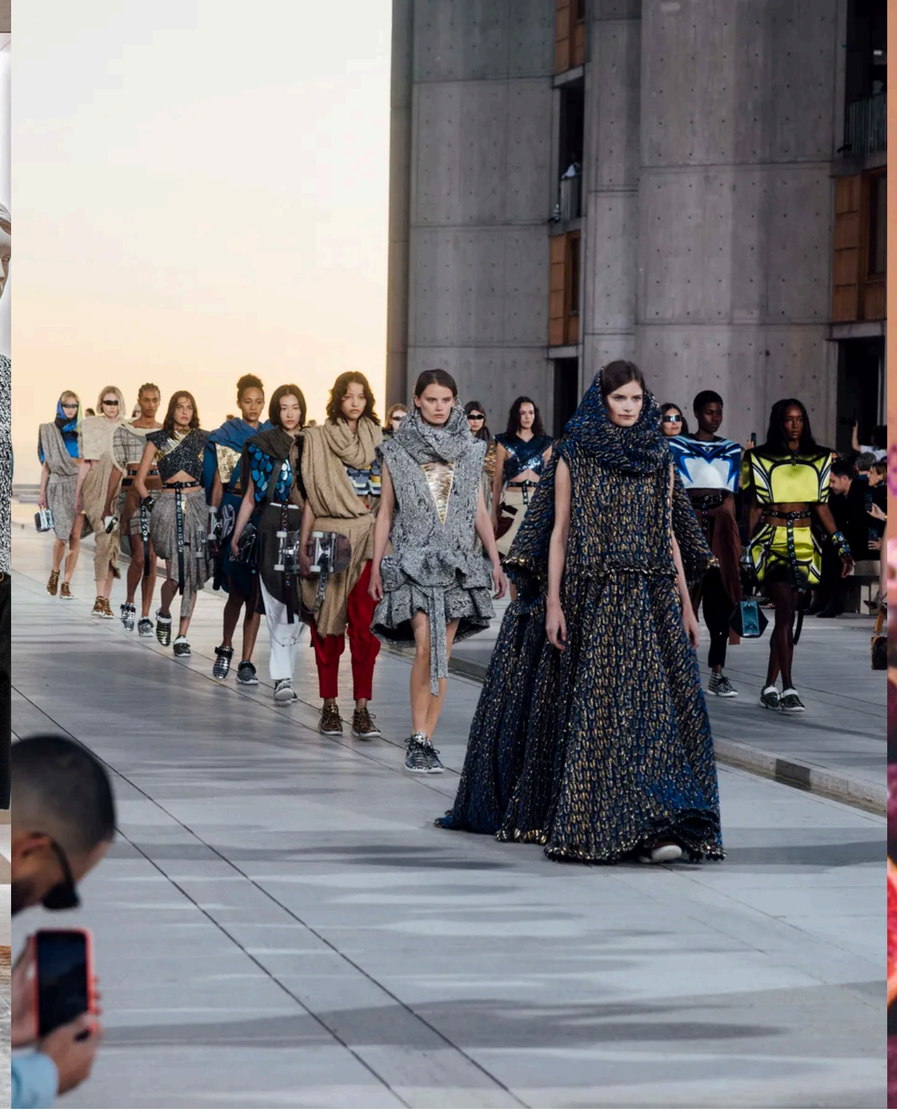




DIOR

Dior is a leading luxury brand in India. in March of 2023, Dior hosted a fashion show in Mumbai celebrating the countries art and culture. The show also featured their longterm partnership with Chanakya International, an Indian crafts supplier. The guests featured Indian Bollywood actors and celebrities. Dior paved the way for luxury in India and defined themselves as a leader in the Indian Luxury market.







LOUIS VUITTON

Louis Vuitton is the leader in Luxury and they have recently expanded into the Indian market. Louis Vuitton has a store in Mumbai at the luxury Jio World Plaza. in 2022, the brand released a capsule collection celebrating the craft and culture of the country. Louis Vuitton is expected to expand shows and events into India within the coming years.







GUCCI

Gucci has established themselves in the Indian market through their retail stores. Gucci has also moved into bringing events directly to India by celebrating the country's traditions and holidays. In 2024 Gucci announced Alia Bhatt as a brand ambassador, making her the first Indian ambassador of the brand. Gucci is defining themselves in the Indian market through customer events, retail and brand ambassadors.



BOTTEGA VENETA



SAINT LAURENT



VALENTINO

OTHER COMPETITORS

TARGET CONSUMERS







Our target customer for Loewe's extension in India are women between the ages of 24 - 50. These working women who have substantial disposable income that they spend on fashion and luxury experiences. They value art and culture and are heavily involved in fashion. They are well educated and hold high paying secure jobs. Loewe women live in metropolitan Indian cities like Mumbai and Delhi but they also like to travel and enjoy learning about other cultures.

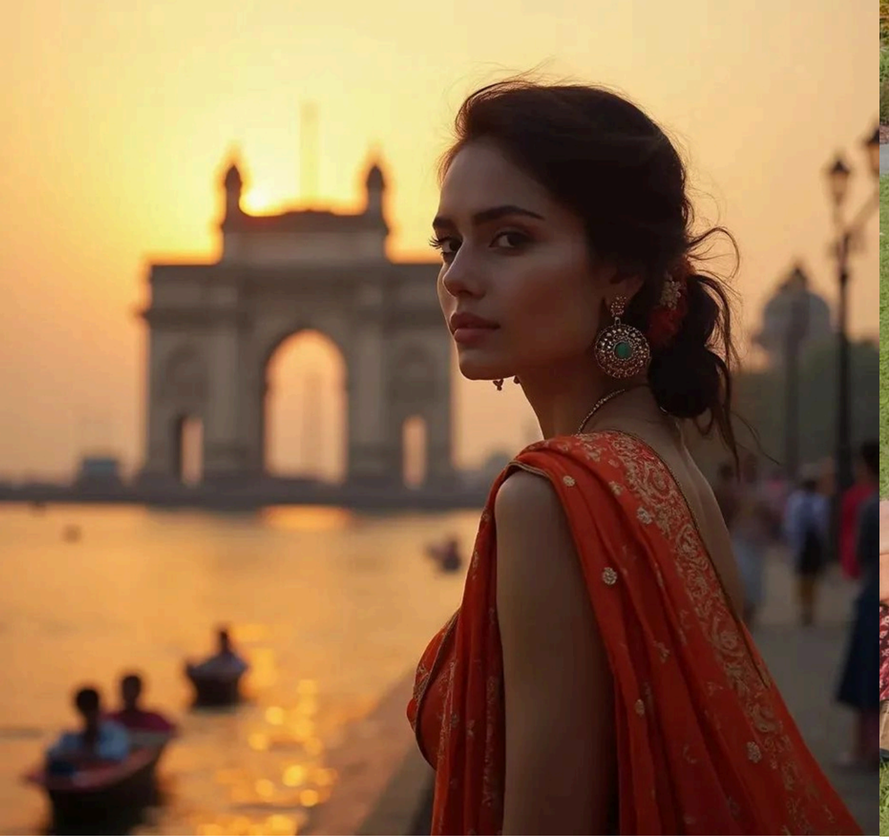
DEMOGRAPHICS





Our women value family and culture. Respect and quality time with family is a important value for Indians. Loewe women spend time connecting with thier culture and religion. Their hobbies include attending art and culture events like art exhibitions and local fashion shows. They have appreciation for heritage and traditional craftsmanship but also love to blend tradition with modernity. They value international brands and blending Indian and western culture through fashion.

LIFESTYLE & PSYCHOGRAPHICS



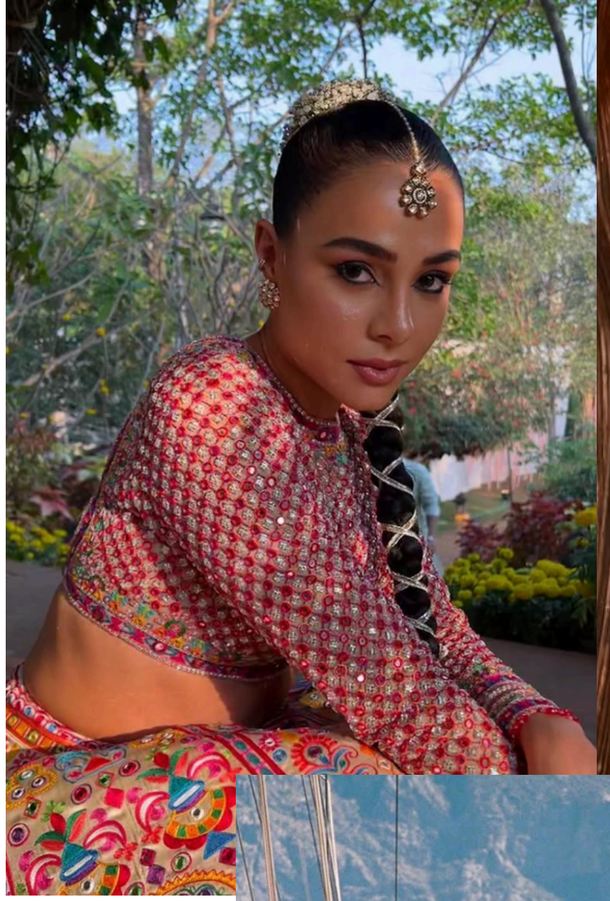


Our customer is a young, tech-savvy luxury consumer deeply engaged with fashion and digital culture. They are active on Instagram, Snapchat, and Pinterest, following global influencers and high-end fashion media. Shopping is both an experience and a statement—they visit luxury boutiques for exclusivity but also explore e-commerce platforms like Farfetch and Tata Cliq Luxury. They seek unique, statement pieces with a strong appreciation for craftsmanship, ethical fashion, and sustainability. Influenced by pop culture and celebrity endorsements, they enjoy fashion pop-ups, art exhibitions, and exclusive events that blend heritage with contemporary style.

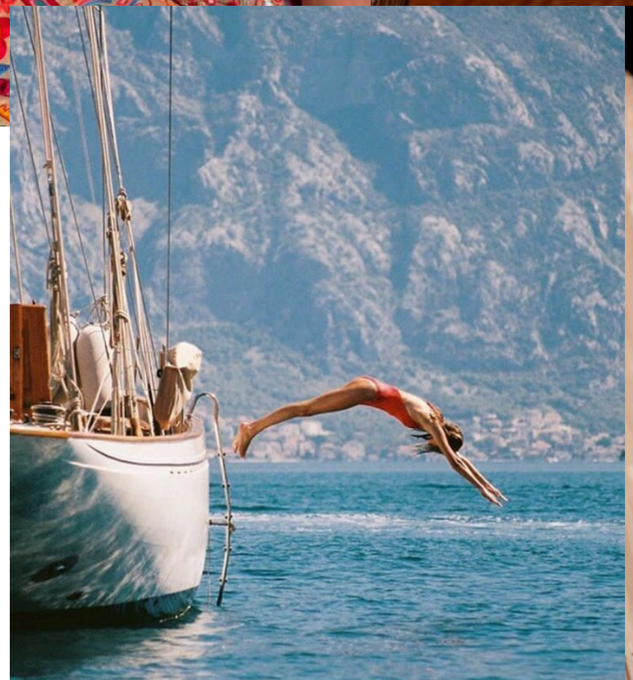
BEHAVIORAL

SANAH

- Lives in Mumbai
- 28 years old
- University Educated
- Marketing Director
- Income: S200K
- Hobbies: attending fashion shows, traveling, art collection, self care and wellness
- In a serious relationship
- Shopping preferences: Likes to support local designers but also values international luxury brands. Shops in-store and online
- Channels: Instagram, Twitter, Pintrest, Youtube







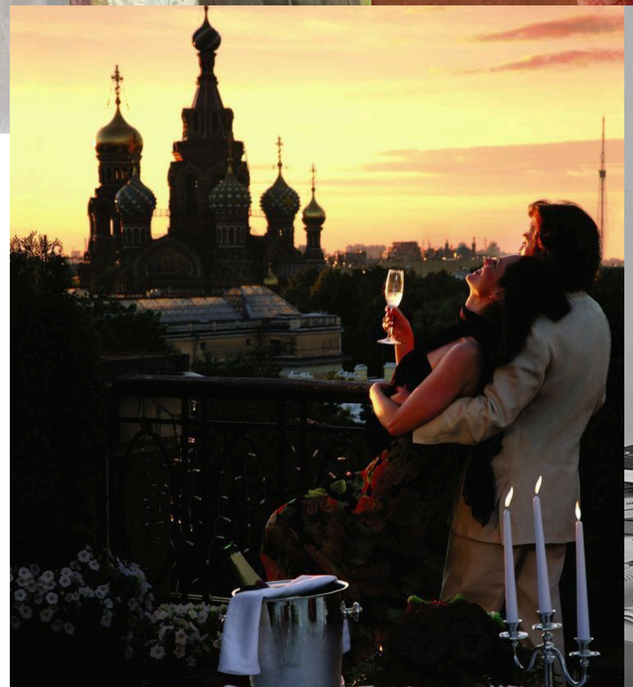


KIREN

- Lives in Delhi
- 40 years old
- MBA and Law Degree
- Business Lawyer
- Income: $400K
- Hobbies: Traveling, Fine dinning, Art exhibitions, culture and craftsmanship
- Married with kids
- Shopping preferences: Often shops luxury brands like Gucci and Louis Vuitton. Supports local brands like Sabyasachi.
- Shops in-store and online
- Channels: Instagram, Twitter,









INDIRECT COMPETITION

Loewe operates in a highly competitive market setting in which indirect competition is sourced from various brands that, although not substitute products, vie for the same discretionary income in the luxury segment.

Indirect Competitors

Indirect competitors are companies whose products are not direct substitutes but have a tendency to appeal to similar consumers and discretionary spending.



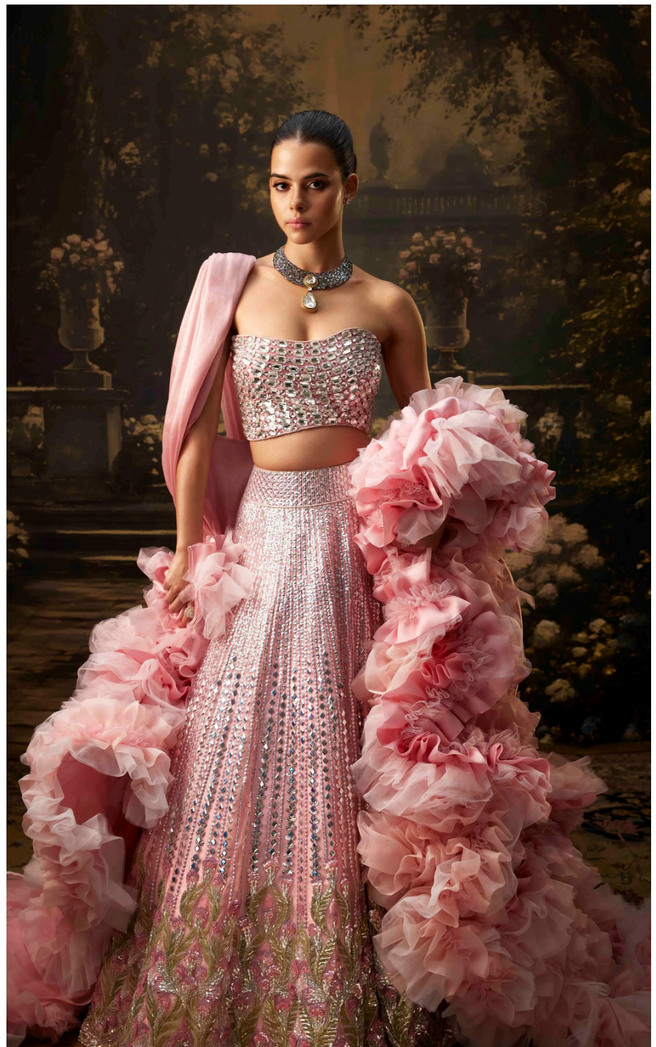
SABYASACHI MUKHERJEE

Kolkata-based designer Sabyasachi is renowned for combining Western silhouettes with rich Indian craftsmanship. Since launching his label back in 1999, he has modernized traditional fabrics using luxury materials and embroidery. Aditya Birla Fashion Retail acquired a 51% stake in its brand in 2021, which says plenty about its global reputation.

MANISH MALHOTRA

A three-decade veteran of Indian fashion, Malhotra is renowned for his over-the-top designs and styling in Bollywood, with some of his most memorable work being in the movies DDLJ and Dil To Pagal Hai. His brand combines exquisite embroidery with a mix of classic and contemporary styles and is a celebrity and bride favorite.





ANITA DONGRE

Popular for green fashion, Dongre mixes vintage sophistication with modern styles. Ranging from bridal attire to readymade, her range features Indian prints and attracts both domestic markets and international buyers.



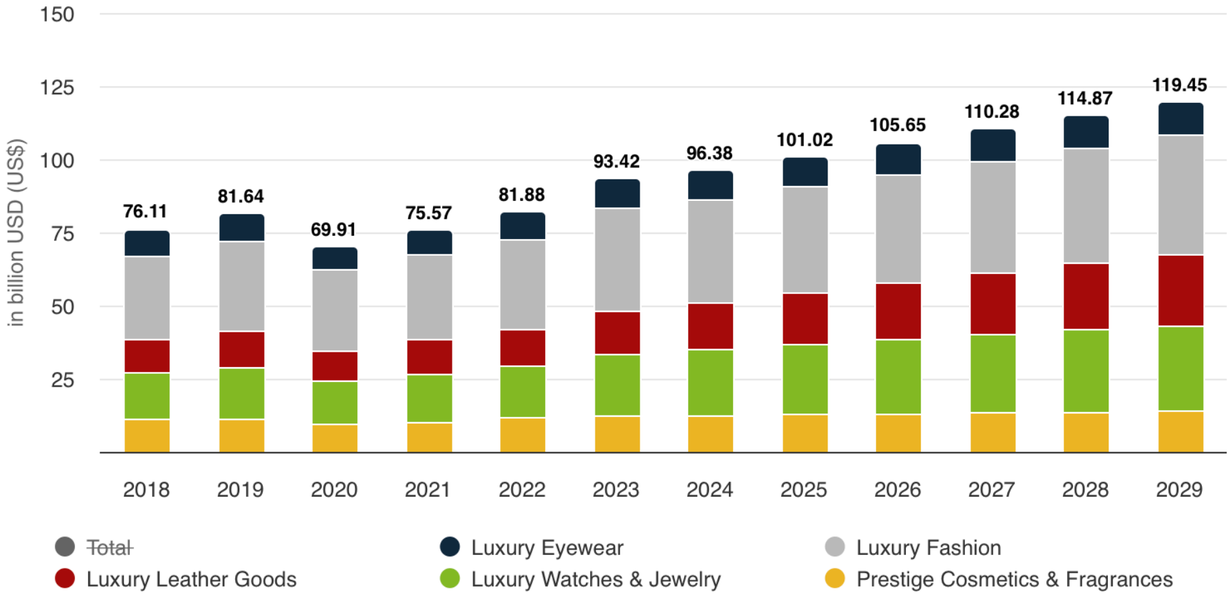
RITU KUMAR

Ritu Kumar, an Indian fashion icon, espouses natural fabrics and traditional techniques. She has worked for decades in the industry, restoring India's textile heritage and dressing beauty pageant winners, and celebrities, for her breathtaking and culturally rich creations.



Market Dynamics

The market for luxury clothing is rising steadily. In India, for instance, it will increase from approximately S101 billion in 2025 to approximately S119.4 billion in 2029 at a compound annual growth rate (CAGR) of 4.27%. The growth is driven by increasing disposable incomes, urbanization, and a surge in demand for high-quality, distinctive products.



Notes: Data was converted from local currencies using average exchange rates of the respective year.

Consumer Behavior

Luxury consumers these days are not only seeking quality and originality but are also influenced by heritage, craftsmanship, and the emotional connection they feel with a brand. Brands like Loewe and its indirect competitors invest heavily in storytelling, collaborations, and cultural engagement to acquire brand loyalty and differentiate themselves within a crowded marketplace.





Conclusion

Although Loewe is well established in the market in the luxury fashion industry, it indirectly faces competition from some established brands which use the same market. Loewe needs to know its competitors' strategies and products if it wants to continue expanding and maintaining its identity in the luxury market.

STORE LOCATION

PRIZM

Strategic Recommendations

Customized Campaigns: Create ads for each customer type, highlighting Loewe's craftsmanship, heritage, and cultural ties.

In-Store Experiences: Offer workshops and exclusive previews to enrich the shopping experience.

Digital Engagement: Engage with younger consumers via social media and fashion blogs.

Local Partnerships: Partner with Indian designers and artists to create bespoke collections for local customers and foreign buyers.

YOUNG PROFESSIONALS

(25-35) with significant disposable income, trend-focused, and active on social media.

MIDDLE-AGED PROFESSIONALS

(40-55)prioritizing quality and luxury, with a strong appreciation for arts and culture.

FASHION-CONSCIOUS INDIVIDUALS

Individuals value quality and brand reputation, making purchases centered around their needs.

CULTURAL ENTHUSIASTS

Individuals who ARE deeply engaged in arts and culture seek brands that reflect their cultural interests.

TRADING AREA ANALYSIS

Luxury market of India

India's luxury goods market is projected to reach $18.28 billion by 2025, with an annual growth rate of 3.09% from 2025 to 2029. This growth is supported by a significant rise in the number of ultra-high-net-worth individuals, expected to increase by 50% by 2028. The largest segment within this market is luxury watches and jewelry, which is anticipated to generate $11.65 billion in 2025.

Primary Expansion

Mumbai's Jio World Plaza at the Bandra-Kurla Complex (BKC) acts as a primary destination for this affluent local and international clientele throughout the year. India's luxury market is expanding rapidly, with a projected annual growth rate of 6.5%-7% by 2025, thanks to a burgeoning affluent population and changing consumer behaviors. International luxury brands have also gained preference from Indian consumers who are gradually shopping for premium items during the festival season of October-December, which accounts for 64% of the overall premium sales.



SALES POTENTIAL

Mumbai high-end retail has seen growth and robustness, as premium store retail sales increased by 20-30% following the Jio World Plaza opening.

The cultural and entertainment complex integration of the plaza, such as the Nita Mukesh Ambani Cultural Centre and the Jio World Convention Centre, enhances its attractiveness with a mixed clientele base year-round. The integration means a robust trading environment with consistent pedestrian traffic, curtailing seasonality's influence on sales.



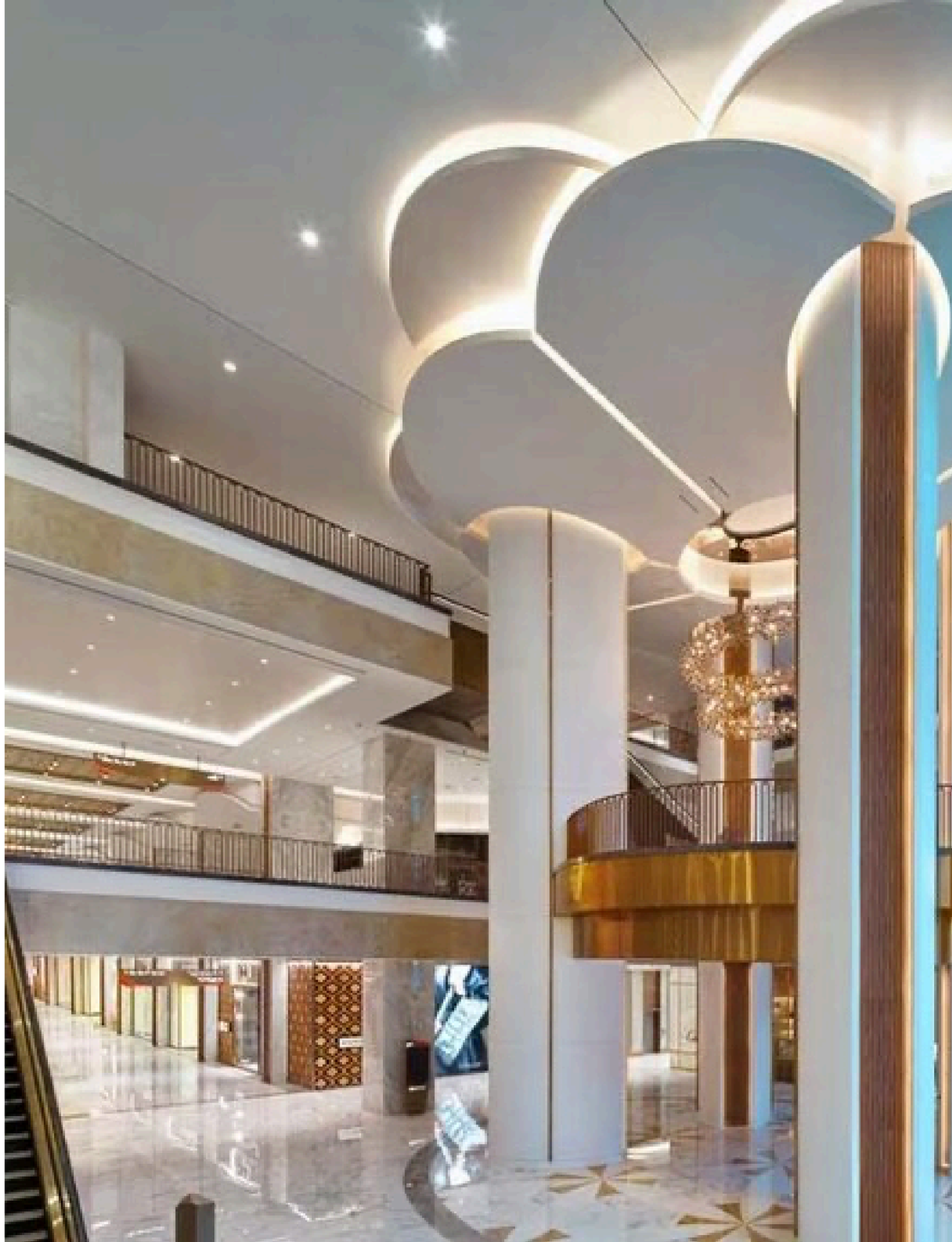
HUMAN RESOURCES

Construction Workforce Availability

Mumbai's Jio World Plaza, inaugurated in November 2023 by Reliance Industries, showcases the city's capability to execute large-scale luxury projects. With a well-equipped construction sector, skilled labor, and experienced contractors, any customization for Loewe's retail space can be efficiently managed.

Retail Staffing

Mumbai is a business hub with a talent pool of diversified luxury retail professionals, and companies like Louis Vuitton are even proactively hiring Client Advisors. Recruitment websites such as Naukri.com list over 16,000 jobs for the luxury category, indicating an active recruitment scenario. While Loewe enjoys the advantage of trained resources, offering remunerative employment opportunities will be the clincher in winning top talent.



LEGAL ISSUE

Loewe would have to form a legal partnership with JIO to open up a boutique in the JIO world plaza. Furthermore, Loewe would have to enter into leasing agreements with JIO. Overall, Loewe would have to enter into a legal partnership with JIO to conduct business in India.



AREAS FACTORS & ATTRACTION

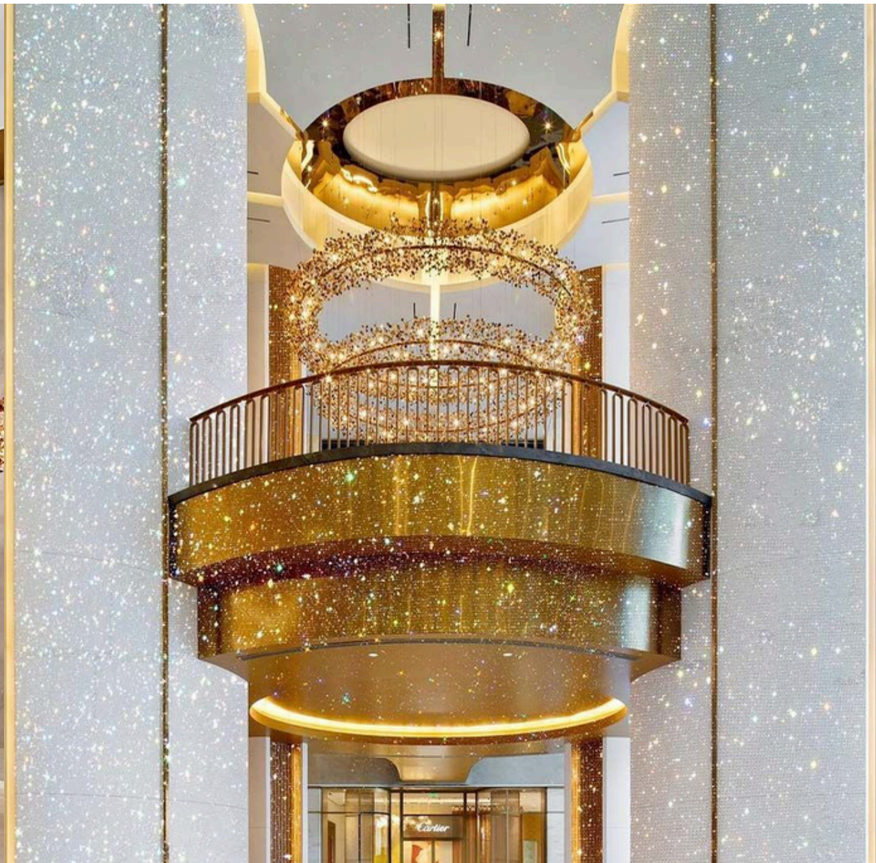
Jio World Plaza in Mumbai is a premier luxury and lifestyle destination, located in the heart of Bandra Kurla Complex (BKC), Mumbai's financial and commercial hub. The area is known for its high-end retail, fine dining, and cultural attractions, making it a key destination for both locals and tourists. Mumbai, often referred to as the financial capital of India, attracts millions of visitors annually. In 2023, international and domestic tourist arrivals in Mumbai saw steady growth, driven by its vibrant shopping, entertainment, and heritage sites. Jio World Plaza, alongside Jio World Drive and Jio World Convention Centre, has positioned itself as a leading luxury and lifestyle hotspot.

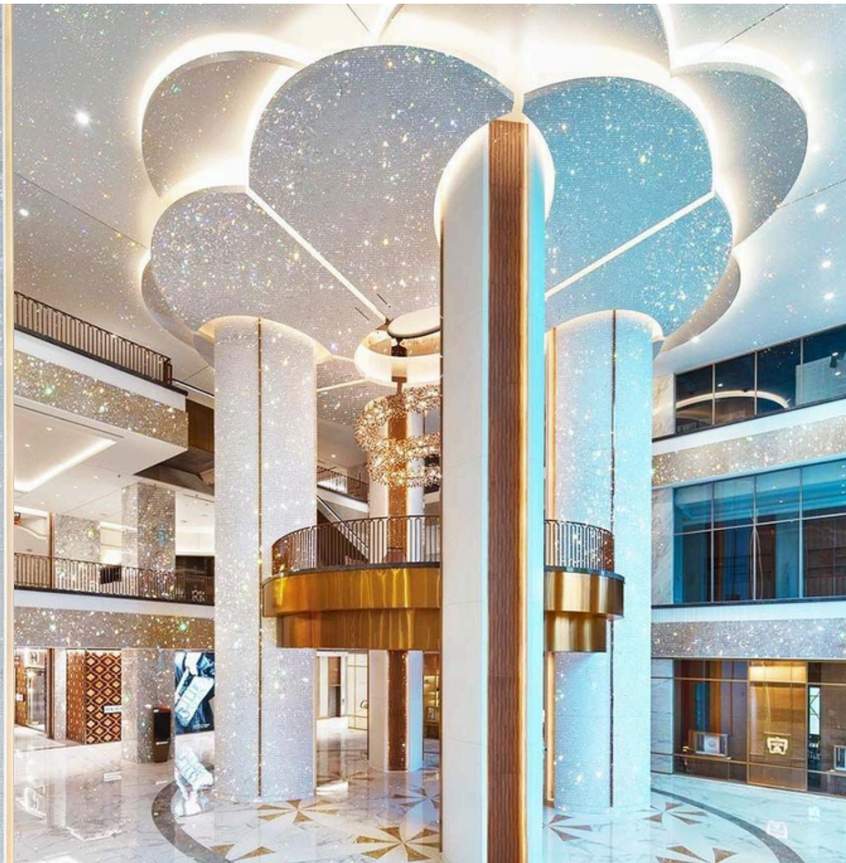


SITE ANALYSIS

Several challenges for retail expansion in Mumbai, particularly in Bandra Kurla Complex (BKC), include high real estate costs and limited prime retail space. For international luxury brands, the best entry strategy is establishing stores in premium shopping destinations like Jio World Plaza, which offers high foot traffic and a curated luxury experience. Jio World Plaza is a top choice for retailers, catering to Mumbai's affluent and fashion-conscious consumers. Its location in BKC, a major business and lifestyle hub, makes it an ideal destination for high-end shopping, dining, and entertainment.







DHIRUBHAI AMBANI SQUARE

Located within the Jio World Centre in Bandra Kurla Complex (BKC), is an iconic public space named after the founder of Reliance Industries. It features the stunning Fountain of Joy, a spectacular water, light, and music show, offering a mesmerizing experience for visitors. The square is designed to be a cultural and social hub, hosting events, exhibitions, and performances, making it a popular attraction for both locals and tourists.

Restaurants:

- Fine dining and casual restaurants
- Luxury cafés and lounges

Fountain of Joy:

- Spectacular water, light, and music show
- Symbol of innovation and celebration

Shopping:

- High-end luxury boutiques
- Curated selection of global fashion and lifestyle brands

Entertainment & Cultural Attractions:

- The Grand Theatre for performances and art showcases
- Dedicated spaces for exhibitions and cultural events
- Exclusive luxury shopping and lifestyle experiences
- Home to global designer brands and premium retail stores



TRANSPORTATION & PARKING

- **Transportation:**
  - Road Connectivity: Located in Bandra Kurla Complex (BKC), one of Mumbai's major business districts, Dhirubhai Ambani Square is well connected by major highways and arterial roads.

- **Public Transport:**
  - Metro: The upcoming Mumbai Metro Line 2B (DN Nagar to Mandale) will enhance connectivity to BKC.
  - Local Trains: The nearest railway stations are Bandra and Kurla, both well-connected to different parts of Mumbai.
  - Buses & Taxis: Several BEST bus routes, auto-rickshaws, and app-based cabs (Ola, Uber) provide easy access to the location.

- **Parking:**
  - Multi-Level Parking: Jio World Centre, which houses Dhirubhai Ambani Square, offers ample multi-level parking facilities for visitors.
  - Valet Services: Premium valet parking is available for convenience.
  - EV Charging Stations: The parking area includes electric vehicle charging stations for sustainability-conscious visitors.



FOUNTAIN OF JOY

is a spectacular water, light, and music installation that has become a symbol of celebration and energy. The fountain is designed to bring together art, technology, and nature, with water jets that are synchronized to a vibrant array of lights and music, creating an enchanting experience for visitors. Its fluid movements and changing colors represent a dynamic flow of life, while the music enhances the overall immersive atmosphere. Beyond its aesthetic appeal, the Fountain of Joy holds significant cultural importance. It pays tribute to the legacy of Dhirubhai Ambani, the visionary founder of Reliance Industries, symbolizing the spirit of innovation, growth, and joy that has shaped the Ambani family's contributions to India's economic and cultural landscape. The fountain is a central feature in Dhirubhai Ambani Square, which serves as a public space for people to gather, relax, and enjoy the surrounding luxury shopping, fine dining, and entertainment experiences within the Jio World Centre. The Fountain of Joy is not just a visual spectacle but a celebration of the vibrant energy and prosperity that Mumbai represents. It attracts both locals and tourists, becoming a landmark in the area and an essential part of the city's cultural fabric.



P R O D U C T P L A N

PRODUCT PLAN

This assortment offers a well-balanced luxury assortment tailored to the city's sophisticated consumers. With a strong focus on fashion and leather goods, the collection highlights the brand's craftsmanship and exclusivity, appealing to high-net-worth individuals who seek statement pieces. Watches, jewelry, and fragrances provide stylish accessories and accessible luxury options, attracting aspirational shoppers looking to engage with the brand. This mix ensures Loewe meets the demand for both high-end fashion and entry-level luxury, making it well-suited for Mumbai's evolving luxury market.

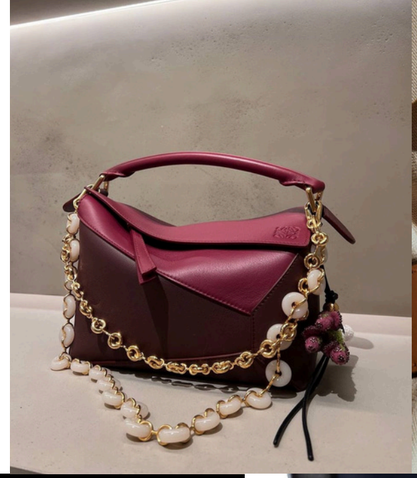
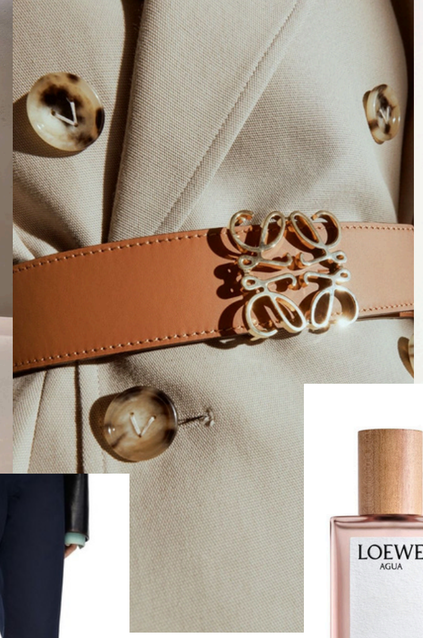


Product Plan	Percentage	Average Price
Fashion	45%	$2,500
Leather Goods/Handbags	35%	$3,400
Watches and Jewelry	10%	$815
Fragrance	10%	$200

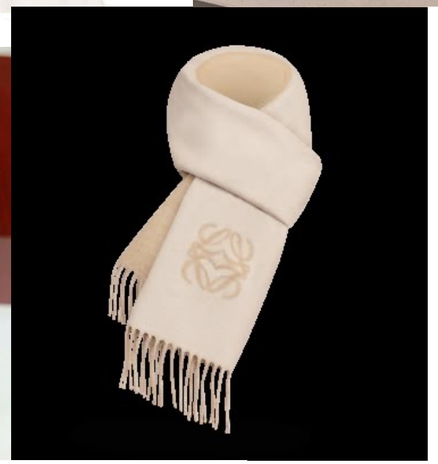
IMAGES MADE WITH CANVA DREAM LAB







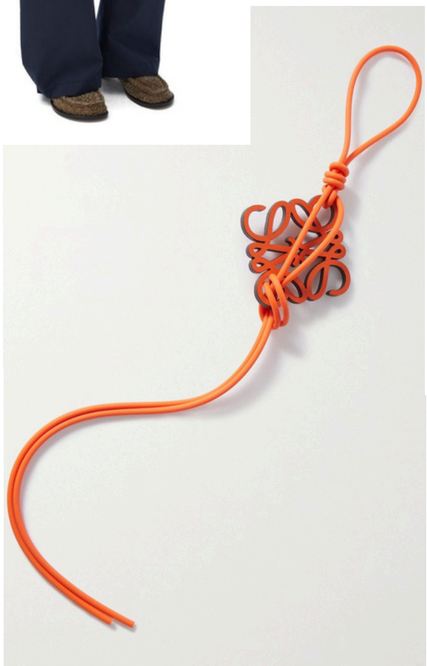















LOEWE

DESIGN OF THE ACTUAL SPACE

DESIGN STRATEGY

Localization:

- Localization is key for the Indian market, as it allows LOEWE to resonate with local cultural and aesthetic preferences while maintaining its global brand identity. For example, incorporating Indian design elements or hosting events tailored to local tastes could enhance customer connection

Store Format

- A LOEWE boutique would offer a curated, intimate luxury experience with artisanal elements like Spanish ceramic tiles and marble displays. It would showcase a selection of ready-to-wear, accessories, and leather goods in luxurious settings with personalized service. Incorporating local art could add regional relevance while maintaining the brand's global aesthetic.

Star Architect

- Opting for a Star Architect approach would align with LOEWE's strategy of creating unique flagship designs that reflect its artisanal heritage. Using signature design elements like Spanish tiles and curated art pieces would reinforce the brand's identity and elevate the shopping experience



IMAGES MADE WITH CANVA DREAM LAB







IMAGES MADE WITH CANVA DREAM LAB

PHYSICAL STRUCTURE

Will feature a sophisticated and contemporary design, combining minimalist architecture with premium materials such as natural wood, stone, and glass to create a warm yet modern ambiance. With high ceilings and expansive glass storefronts, the space will be bright and inviting, enhancing the shopping experience. The open layout will ensure seamless navigation while maintaining an intimate and exclusive atmosphere, allowing customers to explore the brand's craftsmanship in a luxurious yet welcoming environment.

FIXTURES

Fixtures will reflect LOEWE'S artisanal heritage, using natural materials like wood, stone, and leather. Backlit shelving and modular displays will highlight key products while allowing seasonal flexibility, ensuring a balance of elegance and functionality.

SPACE ALLOCATION & PRODUCTIVITY

The LOEWE boutique will feature an open layout that optimizes customer flow while maintaining a sense of exclusivity. Wide walkways and well-spaced displays will enhance product visibility and encourage exploration, with strategic positioning allowing for seamless cross-selling opportunities.

SAFETY & SECURITY

Discreet security measures, including surveillance and anti-theft systems, will ensure a safe shopping environment. Clear pathways, emergency exits, and trained staff will enhance customer safety while maintaining the boutique's luxury ambiance.

AMBIANCE

Sight:

- Natural and warm lighting
- Merchandising based on product categories and outfit building
- Store is decorated with contemporary art, modern furniture and Spanish design elements to tie in Loewe's heritage

Sound

- Ambient music playlist featuring R&B and chill music
- Playlists from the brands spotify

Smell

- Fragrance marketing
- Different scents from the brand will be merchandised and used throughout the store

Taste:

- Water provided for guests while shopping
- Food and drinks provided at in store events

Touch:

- Leather, cotton, silk, wool
- Wood and furniture leather



IMAGES MADE WITH ADOBE FIREFLY







Loewe's store merchandising will be designed according to products. Fragrance will have its own store sectioned followed by clothing and handbags. The ambiance of the store is light and natural with pops of color seen in the furniture and walls. The overall product merchandising will be minimal and accompanied by contemporary art and decor.

VISUAL MERCHANDISING

IMAGES MADE WITH ADOBE FIREFLY







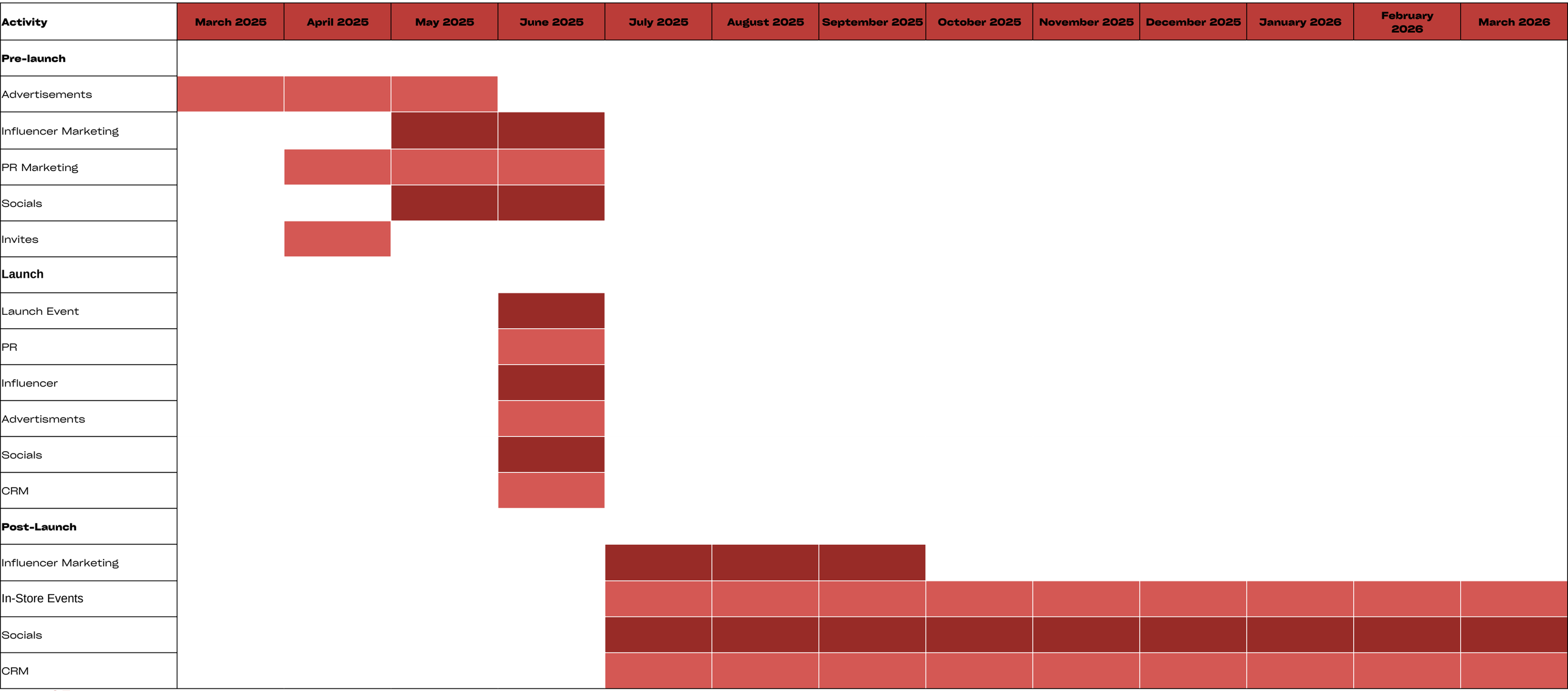
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WINDOW DISPLAYS

IMAGES MADE WITH CANVA DREAM LAB

COMMUNICATION AND PROMOTIONAL PLAN

PROMOTIONAL ACTIVITIES









ADVERTISEMENTS

Advertisements will be placed throughout JIO world plaza and the city of Mumbai. The advertisements will promote the new store, and Loewe will strategic place these ads in areas where they're target customers primarily spend the most time.

INFLUENCER & CELEBRITY MARKETING



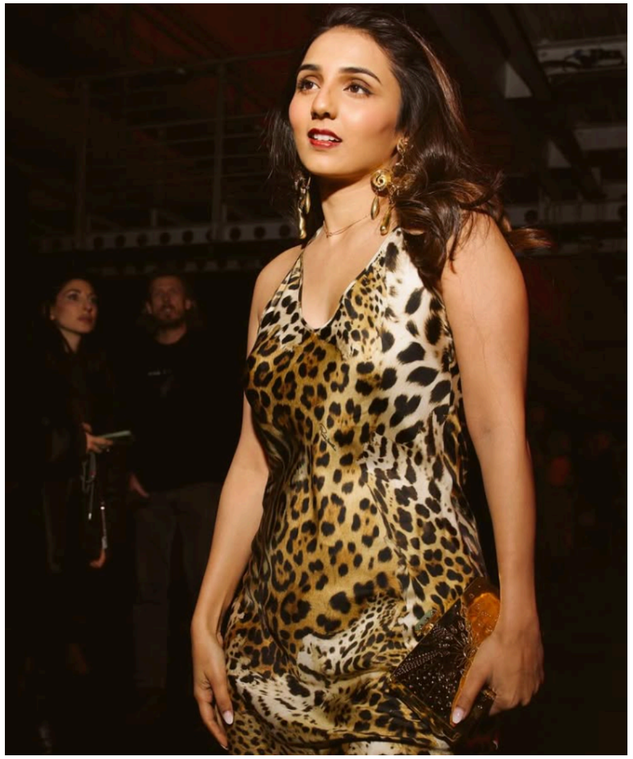
Tania Shroff

Tania Shroff is a fashion and lifestyle influencer with 500K followers across social media. She has partnered with other luxury brands in the past like Dior and Burberry.



Sonam Kapoor

Sonam Kapoor is an Indian actress with 34.8 million instagram followers. She has partnered with Dior and attends high profile fashion events.



Masoom Minawala

Masoom Minawala is a Indian fashion influencer with 1.8 million followers on instagram. She has partnered with brands like Cavalli and Dior.



Deepika Padukone

Deepika Padukone is an Indian Bollywood actress. She has 80 million followers on Instagram. In the past she has done campaigns with Sabyasachi.





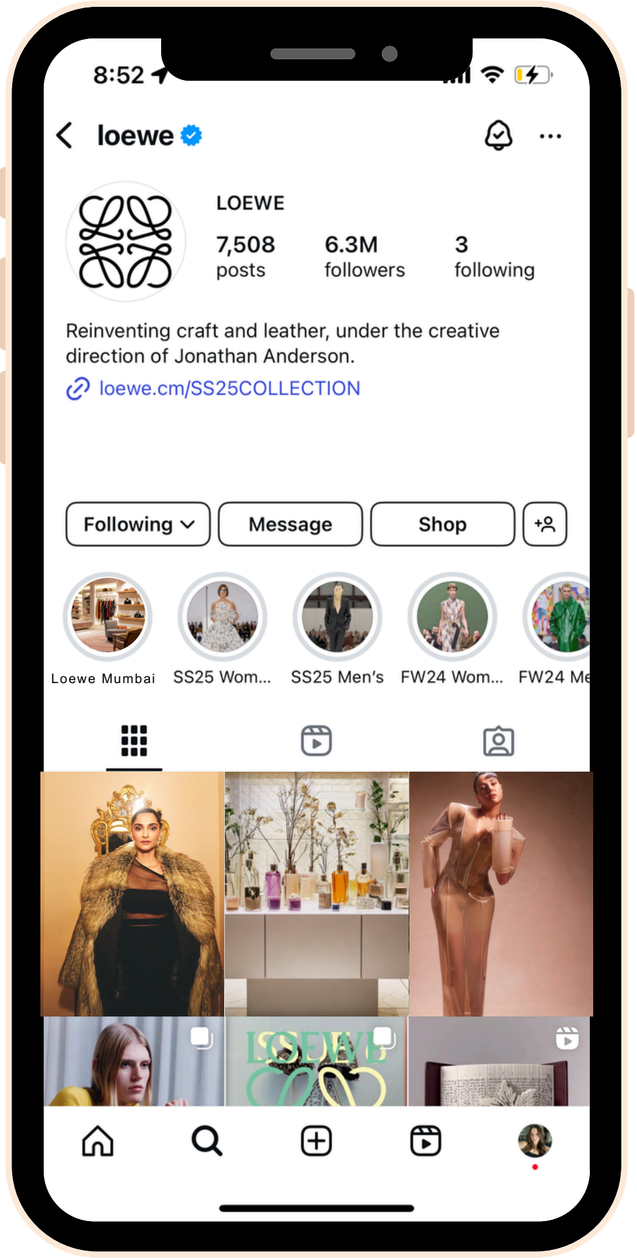


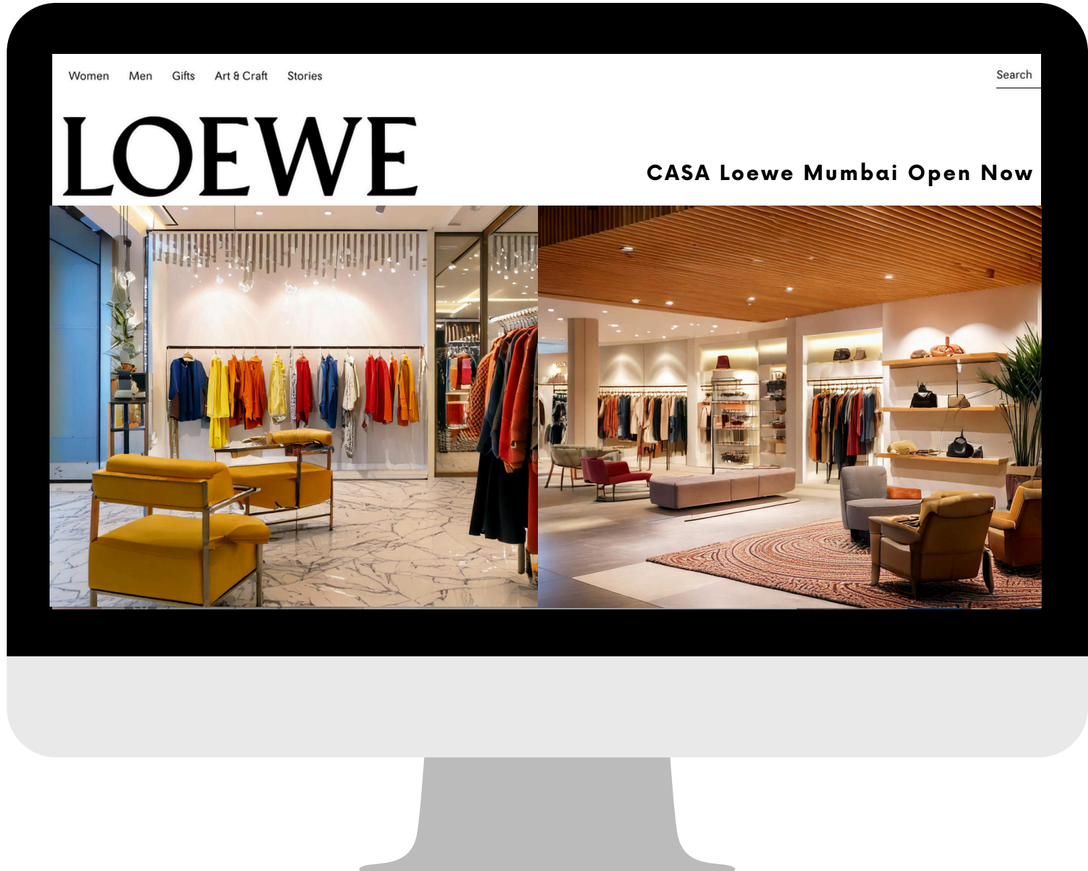
- Loewe will work with their senior PR manager Jummy Temidayo and PR agency Lucien Pages to create memorable events and campaigns to celebrate the launch of the new store
- The PR and media team will work together to create guest lists and PR packages to promote the global expansion and brand

PUBLIC RELATIONS

DIGITAL

- Loewe will create a comprehensive digital campaign advertising the launch of Casa Loewe Mumbai
- Loewe's instagram will feature the selected India Influencers and photos of the new store
- The home page of Loewe.com will showcase the new store









Loewe will host a dinner launch party at The Taj Mahal Palace Hotel in Mumbai. They will invite prestigious clients, influencers, and celebrities to celebrate the launch of the new store. The event will tie in Indian culture with Loewe's heritage and brand values. Invitations will be sent five weeks before the event and 100 guests will be invited. Guests will be dressed in Loewe products that will be sold in the Mumbai store. The event will be advertised on Loewe's social media afterwards to promote the store. The event will be held 2 weeks before the store opening.

LAUNCH EVENT

IN-STORE STRATEGIES

In Store Events:

- Loewe will host in-store events for loyal customers throughout the year
- Events will celebrate the brand as well as Indian culture and heritage
- As new collections launch, Loewe Mumbai will host private shopping and launch events

Customer experience

- Sales associates will offer guest coffee, water, and champagne while shopping
- Sales associates will create a clientele list and continually update loyal clients on new arrivals
- Clients will receive excellent and personalized customer service



STAFFING & RECRUITING

TASKS

Key Responsibilities:

- Deliver exceptional customer service and ensure a premium shopping experience
- Assist in achieving and exceeding sales targets through proactive selling
- Maintain visual merchandise Standards and ensure the store is clean and organized
- Monitor stock levels and assists with inventory management
- Handle Customer queries and complaints professionally

Team Collaboration:

- Work closely with team members to meet operational goals
- Participate in training sessions to stay updated on product knowledge and brand values

Operational Support:

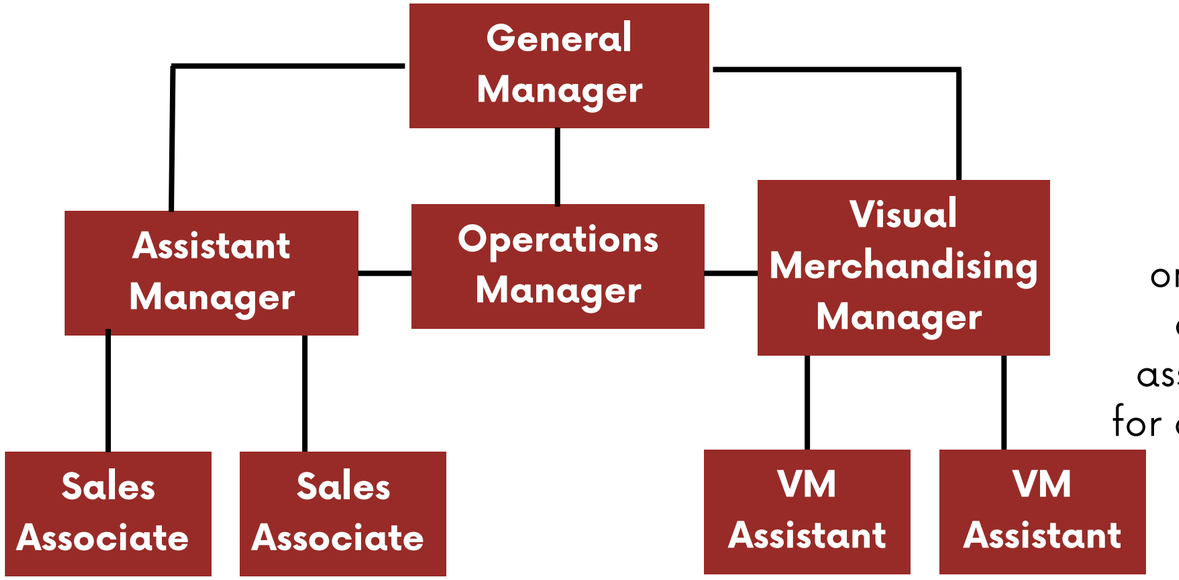
- Support promotional campaigns and marketing activities
- Adhere to company policies, including cash handling and security procedures

Skills Required:

- Strong communication and interpersonal skills
- Time management, adaptability, and problem solving abilities
- Passion for luxury goods and customer engagement
- Knowledge of the brand, their values, and products



ORGANIZATION CHART



General Manager

Overall store management. Responsible for managing and reporting finances. Recruiting and hiring.

Assistant Manager

Responsible for onboarding daily task delegation of sales associates. Responsible for customer satisfaction.

Operations Manager

Responsible for ensuring all staff members are meeting KPI's. Helping the GM with budgets and setting targets.

VM Manager

Responsible for all visual merchandising. Creating engaging window and in store displays. Ensuring that all hero products are being displayed.

Sales Associates

Responsible for greeting and communicating products to customers. Responsible for daily store tasks. Responsible for selling and meeting quotas.

VM Assistants

Responsible for assisting with the Visual merchandising of the store. Ensuring that the store looks good daily and follows VM guidelines.

RECRUITMENT STRATEGY

To operate our new Loewe store in Jio World Plaza, Mumbai, effectively, we will use a mixture of internal and external recruitment. This will enable us to get qualified personnel and maintain brand consistency and quality service.

Our internal sources are, since Loewe is an LVMH group company, we will first search for candidates internally by asking the current employees for referrals, contacting the former employees, and internal transfers from other LVMH brands in India.

Then move to external sources. These external sources will be:

- Local Online Job Portals
- Private Employee Agencies
- Luxury Retail Networking Events
- Educational Institutions













Loewe's expansion in Mumbai's Jio World Plaza will include a structured in-house training program to ensure exceptional customer service. Before launch, a senior training manager from an international location will oversee sessions covering Loewe's heritage, craftsmanship, and luxury service standards. Employees will receive in-depth product knowledge, styling guidance, and cultural sensitivity training, emphasizing personalized client experiences, especially during festive seasons like Diwali. Operational training will include POS technology, inventory management, and security processes. Leadership training will be conducted for store managers to manage teams and operate the business independently. Continuing development will include retraining classes, internet modules, and performance-based incentives to maintain dominance.

TRAINING APPROACH



To attract and retain the brightest minds in Loewe's new Jio World Plaza store in Mumbai, we will offer a good compensation package in alignment with Indian labor laws and industry practices. The staff will receive competitive salaries and performance-linked pay. Benefits would include Provident Fund (EPF) payment, gratuity, and health insurance coverage for ESI for the eligible staff. Employees will be eligible for at least 15 leave days on full salary and festival holidays. Loewe and LVMH brand discounts shall be provided, along with career growth through training programs. Legal working hours will be followed as per the Shops and Establishments Act, and a good balance between work and life and less overwork shall be maintained. A healthy working environment with no space for harassment or discrimination will be maintained. With these incentives, Loewe shall be a desirable employer in India's luxury retail sector.

REWARDING APPROACH







The compensation structure generally varies based on the role and level of experience. Entry-level positions typically offer a competitive starting salary, while mid-level roles provide higher earnings with additional responsibilities. Senior positions command significantly higher compensation, reflecting their leadership and strategic roles. Overall, the package often includes benefits such as performance bonuses, employee discounts, and health insurance, aligning with industry standards for luxury retail in India.

COMPENSATION STRUCTURE







The most critical KPI would likely be Customer Service Excellence, as luxury retail heavily relies on delivering a premium and personalized shopping experience to build customer loyalty and uphold the brand's reputation. Additionally, Sales per Square Foot and Conversion Rate are key metrics to measure the store's operational efficiency and sales performance. These KPIs ensure alignment with the brand's focus on exclusivity, customer satisfaction, and profitability.

CRITICAL K.P.I.

FINANCIAL PLAN

STORE K.P.I.S.

Customer Satisfaction Score:

- Regularly measure customer feedback to ensure a premium shopping experience, addressing any service gaps promptly

Conversion Rate:

- Track the percentage of store visitors who make purchases, focusing on personalized selling techniques to improve

Average Transaction Value:

- Monitor and increase the average spend per transaction by upselling and cross-selling complementary products

Sales per Square Foot:

- Evaluate how efficiently the store generates revenue relative to its size, optimizing product placement and store layout

Client Retention Rate:

- Focus on building long-term relationships with customers through loyalty programs and personalized experiences



Sales Forcast								
Location Foot Traffic Per Day	42,000	40,000	39,500	41,000	43,500	45,000	48,000	
Percentage of Conversion	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	
	Day 1	**Day 2**	**Day 3**	**Day 4**	**Day 5**	**Day 6**	**Day 7**	
Foot Fall	84	80	79	82	87	90	96	
Conversion %	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	
Average Basket	₹ 23,100,000.00	₹ 22,000,000.00	₹ 21,725,000.00	₹ 22,550,000.00	₹ 23,925,000.00	₹ 24,750,000.00	₹ 26,400,000.00	₹ 275,000.00
	Total Revenue	**Total Revenue**	**Total Revenue**	**Total Revenue**	**Total Revenue**	**Total Revenue**	**Total Revenue**	**Weekly Total**
	₹ 23,100,000.00	₹ 22,000,000.00	₹ 21,725,000.00	₹ 22,550,000.00	₹ 23,925,000.00	₹ 24,750,000.00	₹ 26,400,000.00	₹ 164,450,000.00
Cost of Goods Sold	₹ 10,395,000.00	₹ 9,900,000.00	₹ 9,776,250.00	₹ 10,147,500.00	₹ 10,766,250.00	₹ 11,137,500.00	₹ 11,880,000.00	₹ 74,002,500.00
	Day 1	**Day 2**	**Day 3**	**Day 4**	**Day 5**	**Day 6**	**Day 7**	
Handbags	12,705,000	12,100,000	11,948,750	12,402,500	13,158,750	13,612,500	14,520,000	
Small Leather Goods	5,775,000	5,500,000	5,431,250	5,637,500	5,981,250	6,187,500	6,600,000	
Accessories	2,310,000	2,200,000	2,172,500	2,255,000	2,392,500	2,475,000	2,640,000	
Shoes	2,310,000	2,200,000	2,172,500	2,255,000	2,392,500	2,475,000	2,640,000	
COGS Markup	55%					**Weekly Net Revenue**	₹ 91,447,500.00	
Exchange Rate	₹87					**Annual Net Revenue**	₹ 4,755,290,000.00	

Average Units Sold per Day:								
Category	**Day 1**	**Day 2**	**Day 3**	**Day 4**	**Day 5**	**Day 6**	**Day 7**	**Total**
Handbags	2	2	2	2	3	3	3	17
Small Leather goods	6	6	5	6	7	7	8	45
Accessories	2	2	2	3	3	3	4	19
Shoes	3	3	3	3	4	4	5	25

Human Resource Budget

Human Resource Budget		Annual Salary	Total
Store Manager	1	₹ 750,000.00	₹ 750,000.00
Assistant Manager	1	₹ 500,000.00	₹ 500,000.00
Sales Associates	4	₹ 350,000.00	₹ 1,400,000.00
Visual Merchandiser	1	₹ 450,000.00	₹ 450,000.00
Security Personnel	2	₹ 300,000.00	₹ 600,000.00
Total Salaries			₹ 3,700,000.00
Benefits & Bonuses (20%)			₹ 74,000.00
Total HR Budget			₹ 444,000.00

Depreciation

Store Fixtures	Price Per Unit	Quanity	Total Price	Residual Value	Estimated Life (years)	Depreciation
Cutom Shelving	₹ 1,047,988.00	5	₹ 5,239,940.00	-	5	12,000
Display Pedestals	₹ 480,327.00	8	₹ 3,842,616.00	-	5	8,800
POS System	₹ 218,330.00	2	₹ 436,660.00	-	5	1,000
Ipads	₹ 65,499.00	3	₹ 196,497.00	-	5	450
Designer Seating	₹ 279,463.00	4	₹ 1,117,852.00	-	5	2,560
Total Depreciation	**₹ 2,091,607.00**					

Operations Budget

Operations Budget	Annually
Rent	₹ 279,463.00
Utilities	₹ 830,341.00
Maintenance	₹ 594,350.00
Miscellaneous	₹ 629,311.00
Annual Total	₹ 2,333,465.00

Logistics Budget

Logistics Budget	Annually
Replenishment	₹ 10,488,592.00
Feight	₹ 742,931.00
Annual Total	₹ 11,231,523.00

Annual Income Statement

Category	Amount
Revenue	₹ 43,701,824.00
Cost of Goods Sold (COGS)	₹ 17,480,729.00
Gross Profit	₹ 61,182,553.00
Operatiing Expenses	
Depreciation	-₹ 2,091,607.00
Operations Budget	-₹ 86,092,595.00
Logistics Budget	-₹ 1,791,774.00
Total Operating Expenses	-₹ 89,975,976.00
Operating Profit	₹ 13,651,576.00
Taxes (25%)	-₹ 3,412,894.00
Net Income	₹ 10,238,682.00

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