DIOR

BRAND EXTENSION IN HOTELS



SAAKSHI REDDY SOLIPURAM

M.A. FINAL PROJECT | LUXURY AND BRAND MANAGEMENT

SAVANNAH COLLEGE OF ART AND DESIGN

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Part-1 Company Overview

Introduction

The luxury fashion industry is always in motion, and businesses are finding innovative ways to connect with consumers. One of these trends is brand extension into hospitality, where fashion companies create boutique hotels to offer their consumers a full luxury lifestyle experience. Leading brands like Bulgari, Armani, and Versace have already entered the mix, which means that there is a strong demand for fashion-driven hospitality. Now it is Dior's turn to bring its trademark luxury and exclusivity to the hotel industry.

This project explores Dior's entry into Paris luxury hotels, envisioning a boutique hotel that captures Dior's style cafe, a pop-up store, and a high-end spa. It seeks to surround guests in the world of Dior with unmatched service and an experience unlike any other.

This is an ideal opportunity to merge high fashion and premium hospitality. Based on extensive primary and secondary research, this project will examine market feasibility, customer expectations, and Dior's plan for the successful opening of its hotel. Interviews with hospitality experts, staff at Dior, and luxury tourists will guide us on the feasibility and viability of the idea.

About Us

Dior is one of the world's most iconic luxury fashion houses, founded by Christian Dior in Paris in 1946. It rose to fame with the 1947 "New Look" collection, which redefined women's fashion with elegant, feminine silhouettes. Over the years, Dior expanded into accessories, perfumes, and cosmetics, building a global presence with over 390 boutiques. Loved by celebrities and royalty, Dior remains a symbol of timeless elegance. By blending innovation with tradition, Dior continues to lead in the world of luxury fashion.



The model Tania presenting the Bar suit.

Mission

"To only leave beauty as a legacy."

Dior's mission reflects its commitment to sustainability by aiming to reduce its carbon footprint by 46% by 2030. The brand also focuses on promoting biodiversity through regenerative cultivation in its own and partner gardens.

Vision

Although Dior does not have an official vision statement, its actions show a clear direction:
To lead the luxury fashion industry through sustainability, innovation, and timeless elegance, while contributing positively to the planet and society.

Core Values

Sustainability:

Committed to eco-friendly practices like regenerative farming and ethical sourcing.

Innovation:

Constantly evolving its designs and products while staying rooted in tradition.

Elegance:

Delivering refined, sophisticated experiences across all brand touchpoints.

Social Responsibility:

Ensuring ethical production and positively impacting communities and biodiversity.



Brand Overview

Brand History

Dior is a luxury French brand famous for its classic style and elegance. Christian Dior founded the brand in 1946 at 30 Avenue Montaigne, Paris. In the brand launched its first collection in 1947 with the very successful "New Look," which changed the style of women by making femininity and sophistication its priority. Over the years, Dior expanded its product lines to include haute couture, ready-to-wear, accessories, perfumes, and cosmetics. The "Miss Dior" launch in 1947 brought the company into the perfume business, further establishing its position in the luxury space.

Throughout its history, Dior has been led by several famous designers. In 1989, Italian designer Gianfranco Ferré was the first non-Frenchman to lead the brand, introducing a refined and structured style to the collections. In 1997, British designer John Galliano took over from him, using a theatrical style in his collections. Today, Maria Grazia Chiuri is the creative director, the first woman to hold that position at Dior. Dior's existence goes beyond fashion to culture and art because it is displayed in exhibitions that uncover its rich history and contribution to the world. For instance, The Hague had its Kunstmuseum showcasing the rich heritage and advancement of the company under the title "DIOR, a new image," uncovering its evolution from where it all started until the current time. It maintains its global presence, with 390 stores in 51 countries and boutiques worldwide, and remains one of the symbols of luxury and advancement in fashion today.

Current Status

As of 2025, Dior remains one of the leading luxury fashion brands, reaching second place in the Vogue Business Index for the first half of the year, surpassing Gucci but trailing behind Louis Vuitton, largely due to its strong marketing strategy. The achievement reflects the strong market position of Dior as well as its resistance to the evolution of consumers' preferences.

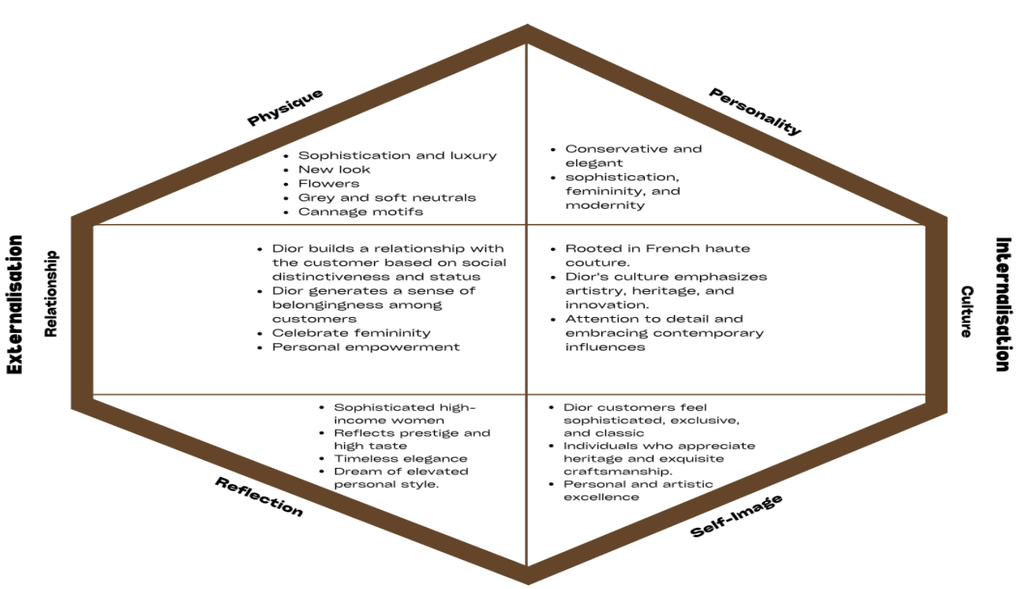
Unique Selling Proposition

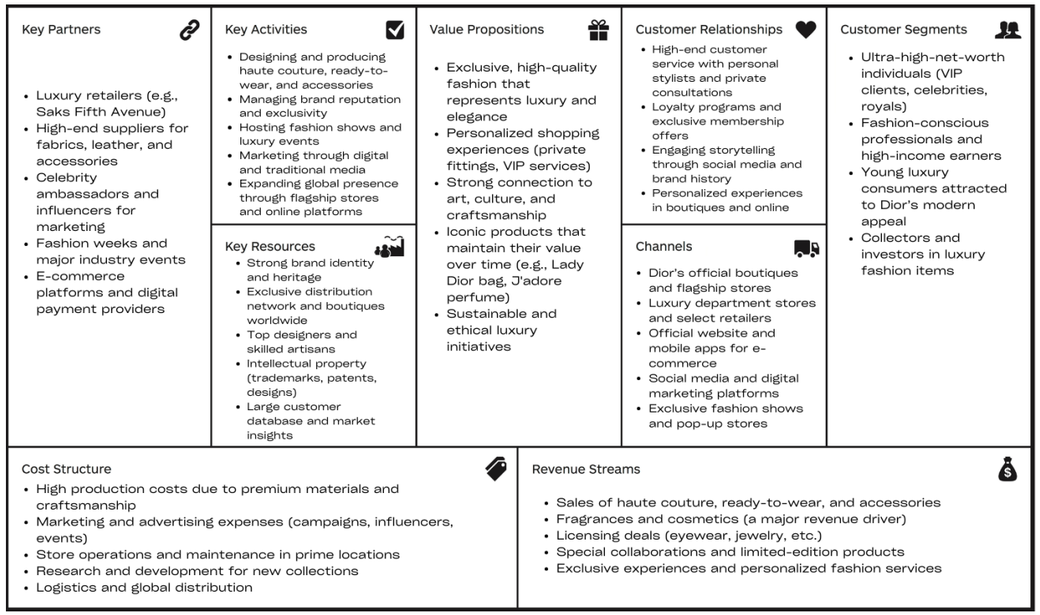
The USP of Dior is its flawless combination of timeless sophistication, superior craftsmanship, and innovative design. Established in 1946, the business has always represented the pinnacle of luxury and refinement, offering an extensive range of products from haute couture to fragrances. Dior's commitment to storytelling and emotional connection allows it to create narratives that strongly resonate with its consumer base, utilizing its rich history and unique personality. Such dedication to artistry and excellence ensures every product not only fulfills but exceeds the expectations of its discerning clientele, solidifying Dior further as a paragon of high-end luxury.



Brand Identity

Dior represents timeless elegance, luxury, and refined French craftsmanship. Built on a foundation of innovation, femininity, and heritage, the brand blends tradition with modernity in every detail from its iconic New Look to its signature Cannage pattern and soft, neutral palette. Dior creates a sense of exclusivity and social status, attracting high-income, fashion-conscious consumers who see the brand as an extension of their own sophistication. Rooted in artistry and personal expression, Dior delivers more than fashion it offers an empowering, dream-like experience that celebrates womanhood, elegance, and modern refinement.





Business Model Canvas

A business model canvas describes how Dior operates and continues to thrive in the luxury fashion industry. Its key elements, such as value proposition, partnerships, distribution channels, and revenue streams, must be studied before Dior can decide to enter new markets or products. The model illustrates very clearly how Dior creates value for its customers and continues to be a top luxury brand. From the examination of each segment of the business model canvas, it is evident how Dior sustains its high-end production, high-end brand image, and positive client relations. Based on this analysis, the brand can identify areas of expansion while still ruling the high-end fashion industry.



Marketing Mix

Product

The product offerings of the company are diversified across men, women, and children and comprise haute couture, ready-to-wear, accessories, fragrances, and cosmetics. All the products reflect high standards of craftsmanship and design innovation, thereby supporting the company's value of quality and luxury.







Pricing

Dior aligns itself with a high-end pricing strategy, and Dior positions its product on the upper side of the market. This not only supports the exclusivity and prestige of the brand but also targets a customer segment that is ready to spend on luxury and high-quality, one-of-a-kind products.

Place

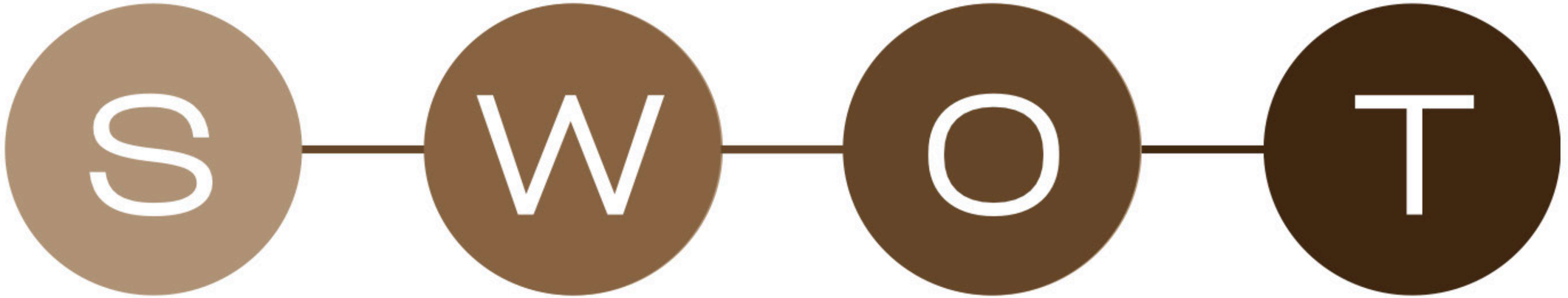
Dior ensures exclusivity through selective distribution channels, wherein it has its boutiques in the most important fashion cities worldwide. The limited distribution helps to enhance the luxury brand status and provide customers with a luxury shopping experience.

Promotion

Dior's promotional strategies are based on maintaining an aura of luxury and exclusivity. The brand spends on luxury fashion shows, collaborates with well-known designers and celebrities, and utilizes online media to communicate its heritage and new product designs. Dior also organizes exhibitions like 'Christian Dior, Designer of Dreams' to showcase its heritage and creativity, establishing itself further in the luxury category.







- **Brand Prestige:** Dior's luxury fashion reputation brings credibility and desirability to the luxury hospitality market.
- **Design Excellence:** Accessing Dior's design talent can create a distinctive and exquisite hotel environment, exuding elegance and sophistication.
- **Loyal Customer Base:** Existing customers familiar with Dior's products may be inclined to experience the brand's hospitality offerings, generating initial market traction.

- **Lack of Experience in Hospitality:** Dior is fundamentally a fashion business; expanding into hospitality requires building new competencies and familiarizing itself with a new market dynamic.
- **High Operating Costs:** Establishing and operating a luxury boutique hotel involves high investment and ongoing expenditures, which impact profitability.

- **Growing Luxury Travel Segment:** Increased demand for luxury travel experiences presents the potential for targeting high-net-worth individuals seeking exclusive accommodation.
- **Brand Extension:** Diversification into hospitality can help strengthen Dior's brand reputation and create additional revenue streams, contributing to total brand value.
- **Partnerships and Collaborations:** Partnerships with experienced hospitality management firms can minimize operating risks and leverage industry expertise.

- **Intense Competition:** The luxury hotel market in Paris is highly competitive, and well-known brands like Ritz-Carlton and Sofitel are dominating the market.
- **Market Saturation:** An overabundance of luxury hotels in Paris can limit market share and profitability.
- **Economic Uncertainty:** Economic recessions worldwide and unforeseen events (e.g., pandemics) can adversely affect the stability and growth of the hospitality industry.

Dior Consumer



Elite Business Leaders



Demographics
Age: 35–60
Annual Income: $250,000 and above

Psychographics
Elite Business Leaders are executives who travel a lot for work and appreciate the best-in-class comfort, privacy, and service. They look up to traditional style, prestige, and ease. Their lives could include business class flights, lunches in cities, and accommodations at 5-star hotels.

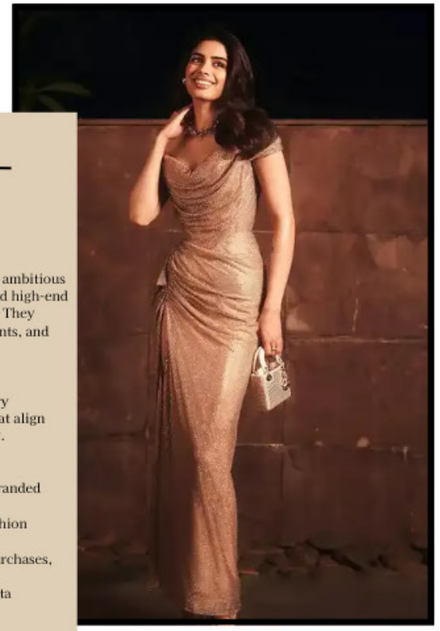
Motivators
They are motivated by experiences that match their success with private check-ins, exclusive lounges, and concierge services that make their stay seamless and professional.

Buying Behaviors
Needs: Discreet luxury, excellent service, quiet elegance
Channels: Luxury hotel booking platforms, travel agents, corporate accounts
Spending Habits: Spend on premium brands for both work and leisure stays
Brands: Brunello Cucinelli, Fendi, Dior.

Pains
Busy schedules, lack of time for personal booking, or low-quality experiences that don't match their standards.

Online Behavior
Uses professional travel platforms like Amex Travel or Virtuoso; reads Forbes Travel Guide and Business Traveller.

Prestige Collectors



Demographics
Age: 28–45
Annual Income: $150,000 and above

Psychographics
Fashion Entrepreneurs are style-conscious and ambitious people who spend money on timeless pieces and high-end products that showcase their taste and success. They regularly attend fashion weeks, and luxury events, and travel out of town for work or inspiration.

Motivators
They are motivated by accumulating rare luxury experiences, interiors, and fashion products that align with their personal brand and business identity.

Buying Behaviors
Needs: Limited edition items, designer lines, branded hotel rooms
Channels: High-end travel services, private fashion clubs, hotel concierge
Spending Habits: Deliberate and considered purchases, typically for long-term value
Brands: Dior, Chanel, Valentino, Bottega Veneta

Pains
Too much mass luxury or too commercial-sounding trends.

Online Behavior
Follows fashion houses on Instagram, reads Business of Fashion, and shops through luxury resale or invite-only events.

Next-Gen Affluents



Demographics
Age: 20–35
Annual Income: $100,000 and more, or high-income potential through social media

Psychographics
Actresses and influencers of this age range have digitally connected lifestyles. They enjoy aesthetics, trendiness, and activities that look good on the web. They travel often for brand sponsorships, events, or holidays that become content.

Motivators
They are motivated by social visibility and being the first to experience new luxury openings—like Dior's hotel. They seek destinations that look cool on 'gram and capture their style-ahead lifestyle.

Buying Behaviors
Needs: 'Grammable luxury, trendy aesthetics, unique stays
Channels: Web reservations, brand collabs, influencer travel packages
Spending Habits: Spends on experiences, fashion, and wellness that reflect personal image
Brands: Dior, Balenciaga, Jacquemus.

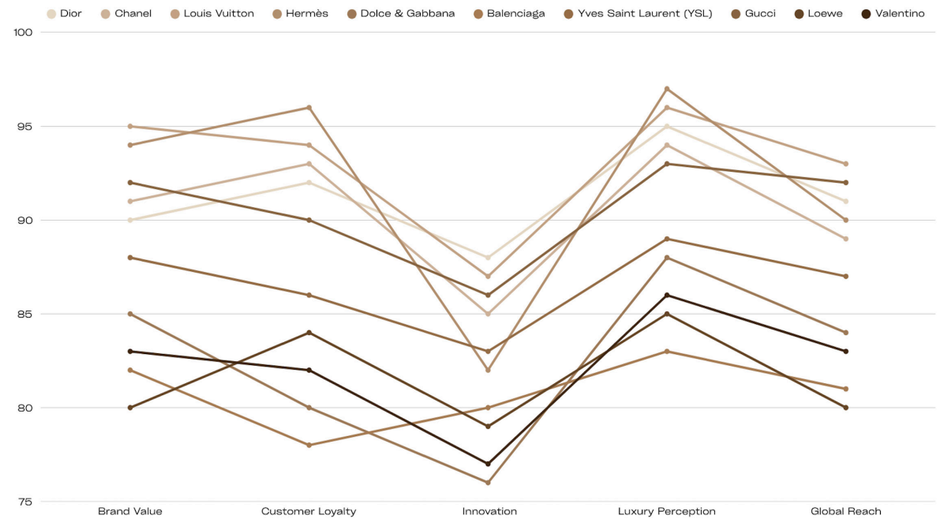
Pains
Oversaturated fashion content, fear of missing out on the next trend or event.

Online Behaviour
Active on TikTok and Instagram, books directly on websites like Luxury Escapes or Mr & Mrs Smith.



Competitors Analysis

The competitor analysis shows Dior at the top of Luxury Perception and Customer Loyalty with its highly respected and strong luxury brand position. While in good health overall, Louis Vuitton and Balenciaga are ahead of Dior by a small margin in Innovation, suggesting there may be room for improvement of modern and new products. While Louis Vuitton is the leader in Brand Value and Hermès in Ageless Luxury Perception, Dior can differentiate itself by riding on its strengths with an elite, sophisticated, and fashion-leading experience.





Part-2 Luxury Hospitality Industry

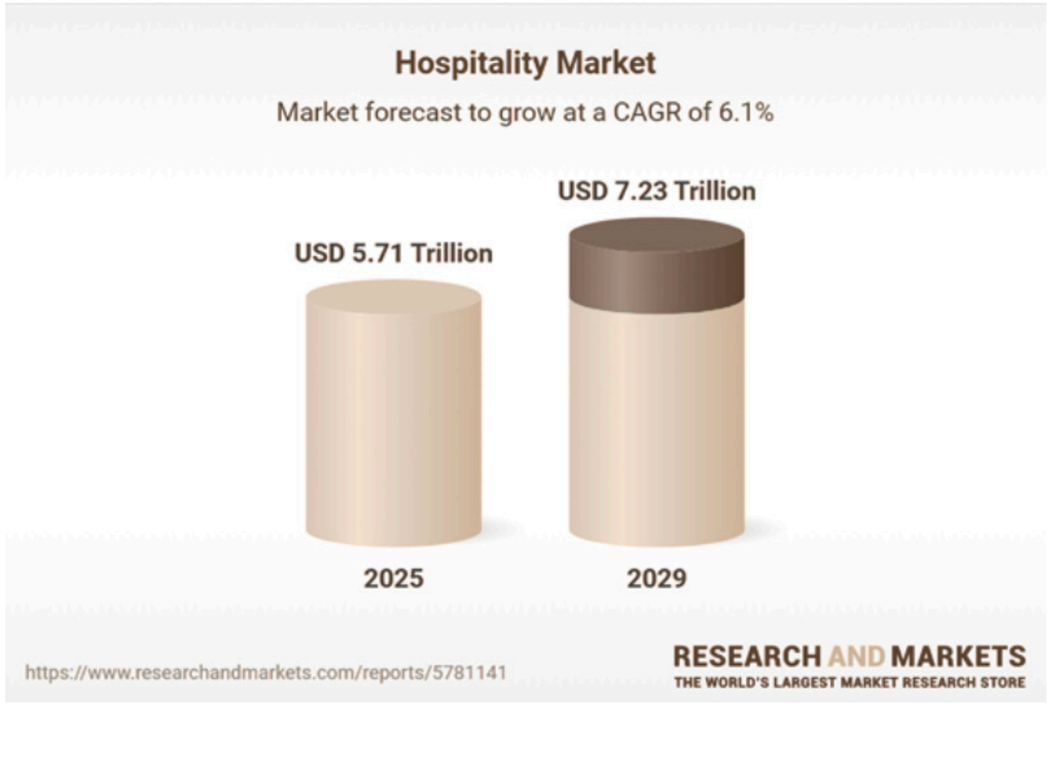
Industry Overview

About Hospitality Industry

The hotel industry has shown robust growth and resilience over the past few years, with increasing international tourism and improved profits through demand recovery in key regions like the Middle East and Europe. Hotels in the United States are also projected to demonstrate better occupancy rates, which are projected to reach 63.6% in 2024 and 3.4% above that of 2023(Beyond Recovery pdf). Similarly, European, Middle Eastern, and African (EMEA) destinations have also recorded all-time-high performance, reaching levels above 2019 by 25.3% in 2024 and 5.6% above that of 2023, due to high-ticket events like the Paris Olympics and Taylor Swift's Eras Tour. In Asia Pacific, RevPAR grew modestly by 1.6% from 2023 but continues to lag in 2019 because of the ongoing visa troubles and the declining economy in China (JLL See a Brighter Way,2025). The hotel industry continues to recover and expand, adapting to changing consumer trends and global economic conditions.

Industry Size

The hospitality industry is a significant part of the global economy, interfacing with sectors like accommodation, food and beverage, and travel and tourism. In 2024, the global hospitality Industry increased to around $4.9 trillion due to an increase in leisure and "bleisure" travel, increased global tourism, and higher revenues due to recovery demand from key markets like the Middle East and Europe. This growth trajectory will continue, as analysts predict the market peaking at $5.7 trillion in 2025 and $7.2 trillion by 2029, a compound annual growth rate (CAGR) of 6.1% to 6.2% (Research and Markets, 2025). These figures show just how robust the industry is and how significant its position is in the world's economy.



Hospitality Industry Trends

Customized Guest Experiences

Hotel technologies enable hotels to give personalized experiences based on the needs of guests. By applying data analysis, hotels can personalize room ambiance, recommend activities, and even provide personalized services so that the guests are content and loyal.

Technology Integration

Technology application in the hospitality sector is on the rise, with hotels embracing AI and data analytics to anticipate the needs of their visitors and enhance operations. Mobile check-in, smart room management, and virtual concierges are features that boost efficiency and guest convenience.

Emphasis on Well-being and Wellness

Travelers want more facilities that offer wellness amenities like spas, health clubs, and healthy restaurants. Hotels are expanding their services to cope with this demand, providing programs and facilities that promote physical and mental well-being.

Luxury Travel Growth

The luxury travel sector is expanding rapidly based on the necessity of unique and elite experiences for high-end consumers. This means tailor-made services, high-class wellness facilities, and bespoke cultural experiences. Even hotels are caught up in offering their luxury facilities and services more upscale to fit expectations.

Cultural and Experiential Travel

There is greater demand from tourists for authentic, culturally rich experiences. Hotels are working with communities to offer activities like cooking classes, tours, and craft workshops, in which the guests can immerse themselves in the local heritage and culture.



Industry Leaders

Paris has some of the world's finest hotels, from luxury to high-end service and the best positions. The top names include Ritz Paris, Four Seasons Hotel George V, Hôtel Plaza Athénée, Cheval Blanc Paris, Le Meurice, and Bvlgari Hotel Paris. They are all favorites among VIP celebrities, royalty, and luxury tourists. They all have their beauty, such as the venerable Ritz, the Michelin dining of the Four Seasons, the chic red canopies of Plaza Athénée, the cozy river vistas of Cheval Blanc, the artsy ambiance of Le Meurice, and the Italian French fusion at Bvlgari.

Hôtel Ritz Paris

Established by Swiss hotelier César Ritz and French chef Auguste Escoffier in 1898, the Ritz Paris was the first hotel in Europe to include en-suite bathrooms, electricity, and telephones in each room. Over the years, its stature has attracted royalty, politicians, authors, and celebrities.



Four Seasons Hotel George V

This iconic Art Deco hotel, dating to 1928, occupies a prime site near the iconic Champs-Élysées. The four-star hotel consists of 244 rooms, which include Eiffel Tower views from its suites, and three restaurants are sharing six Michelin stars.



Hôtel Plaza Athénée

Charles Lefebvre was the designer of the Hôtel Plaza Athénée, which opened on April 20, 1913. The hotel is also historically linked closely with the Théâtre des Champs-Élysées to the side. Composers and theatergoers soon came to favor it.



Cheval Blanc Paris

Cheval Blanc Paris, which only has 72 rooms and suites, is intimate with its Seine views. It specializes in elegance and treats visitors to panoramic vistas of major landmarks like the Notre Dame Cathedral and the Eiffel Tower.



Le Meurice

With a view of the Tuileries Garden and within walking distance of the Louvre, Le Meurice has long been a symbol of chic since its opening in 1815. The hotel blends traditional charm with modern luxury, offering guests a quintessential Parisian experience.



Bvlgari Hotel Paris

This iconic Art Deco hotel, dating to 1928, occupies a prime site near the iconic Champs-Élysées. The four-star hotel consists of 244 rooms, which include Eiffel Tower views from its suites, and three restaurants are sharing six Michelin stars.



Pestel Analysis

Political Factors

The French government prefers tourism and luxury, thus making Paris a desirable destination for investment in high-end hotels. Political stability and favorable tourist policies support hospitality development by luxury brands. However, strict property development regulations, labor laws, and safety measures present strict requirements for hotels to be cautious about meeting legal requirements.

Economic Factors

France's hospitality industry is likely to increase moderately, with projections placing the increase from USD 3.30 billion in the period 2025-2029 at 2.5% CAGR. Paris remains one of the top destinations to visit, significantly contributing to the French economy as tourists spend money on tourist sites. Monetary downturns can, however, influence spending on luxury hotels, hence making the business sensitive to the economy.

Social Factors

France has an age-old luxury culture and, therefore, offers the ideal destination for high-end hotels that marry fashion, heritage, and art. Guests increasingly expect bespoke, experience-driven stays and choose boutique luxury hotels with bespoke services and wellness activities such as spa experiences and bespoke cultural programs.

Technological Factors

Technology is transforming high-end hospitality. Intelligent room controls, AI-based concierge services, and hassle-free online booking systems make the guest experience better. A robust internet presence in the form of digital marketing and review management is also essential because most travelers decide on hotels based on online reviews and word of mouth.

Environmental Factors

Sustainability has emerged as a new standard in luxury hospitality. The hotels are adopting energy-efficient measures, green procurement, and recycling and waste avoidance programs to maintain the demand by customers for sustainability-driven business practices. Paris's environmental policies also force hotels to adopt sustainability guidelines.

Legal Factors

Brands like Dior venturing into the hospitality sector must maintain their brand identity and marks to avoid dilution. Compliance with hospitality laws like licensing, health and safety, and employment laws will facilitate smooth operations and maintain a high-end, respectable reputation.





Future Outlook

The hospitality industry is in a strong growth phase, presenting enormous opportunities for businesses and investors. The global hospitality industry (Figure 15) is likely to grow to USD 5.71 trillion by 2025 and will grow to USD 7.23 trillion by 2029, with a compound annual growth rate (CAGR) of 6.1%.



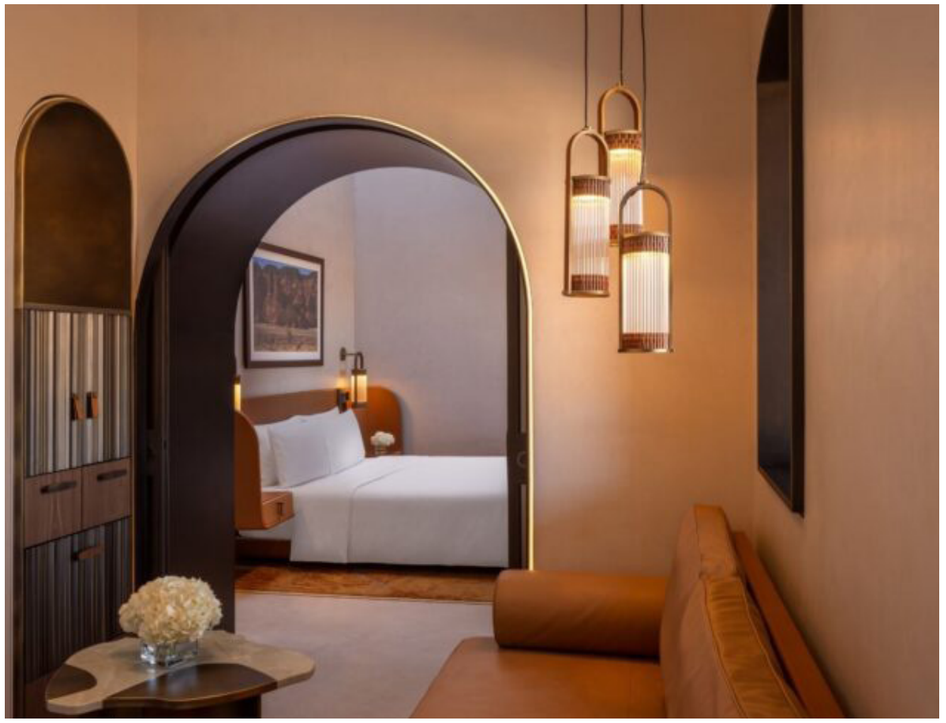


Part- 3 Market Research

Luxury Hospitality Market Analysis

The world hospitality industry is experiencing record-breaking growth, and according to estimates, there is a rise in market size from $5.38 trillion in 2024 to $5.72 trillion in 2025, observing a compound annual growth rate (CAGR) of 6.2%. It resulted in an increase in world travel and tourism, cultural as well as social changes, and huge investments going into infrastructure.

Within this broader market, the luxury hotel industry stands out for its robust performance. The luxury hotel industry was valued at $103.93 billion in 2024 and is anticipated to grow at a CAGR of 7.2% from 2025-2030. It is spurred by increasing disposable incomes, a shift in cultural attitude towards experiential travel, and improved demand for upper-end accommodations.



Product

Paris Dior Boutique Hotel will be an upper-tier brand extension that blends high fashion and hospitality to offer an experience that is as distinctive and iconic as Dior. The goal is to create a luxury hospitality product that reflects the brand's refinement, craftsmanship, and Parisian heritage. The hotel will stand apart from other luxury hotels by offering customized, couture-inspired spaces intended to transport guests into the realm of Dior's creative and timeless sophistication.

Signature Suites:

Each suite will be inspired by a Dior collection, e.g., Haute Couture, Dior Sauvage, or J'adore, and will have distinct design details and customized in-room amenities. Suites are designed for the Prestige Collector guest who enjoys exclusive and immersive environments.

Dior Spa:

A spa offering holistic treatments and Dior Beauty rituals based on the house's passion for self-care and timeless beauty. Spa rooms will also include fragrance therapy and guided skincare experiences.

Dior Café:

This formal dining space features Parisian-inspired menus designed by Michelin-starred chefs in collaboration with Dior Chefs. Afternoon tea on Dior Maison china and runway-themed pastry creates a sensory bridge between fashion and food.

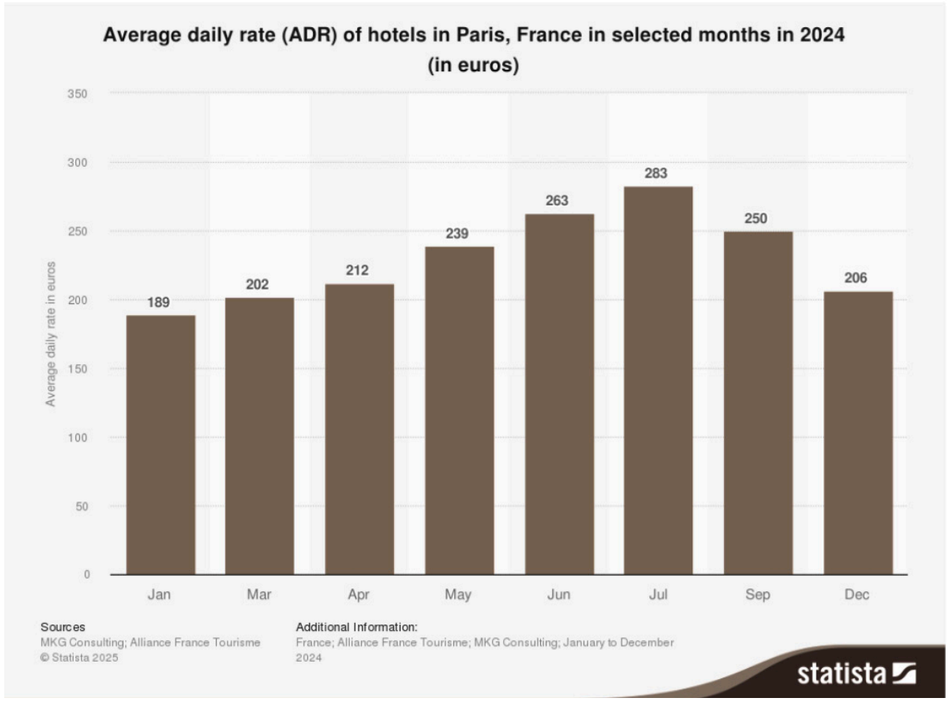
Pop-up Store Experience:

A cozy concept pop-up store within the hotel, offering early-access collections, capsule-only products, and fashion concierge services to guests of the hotel.



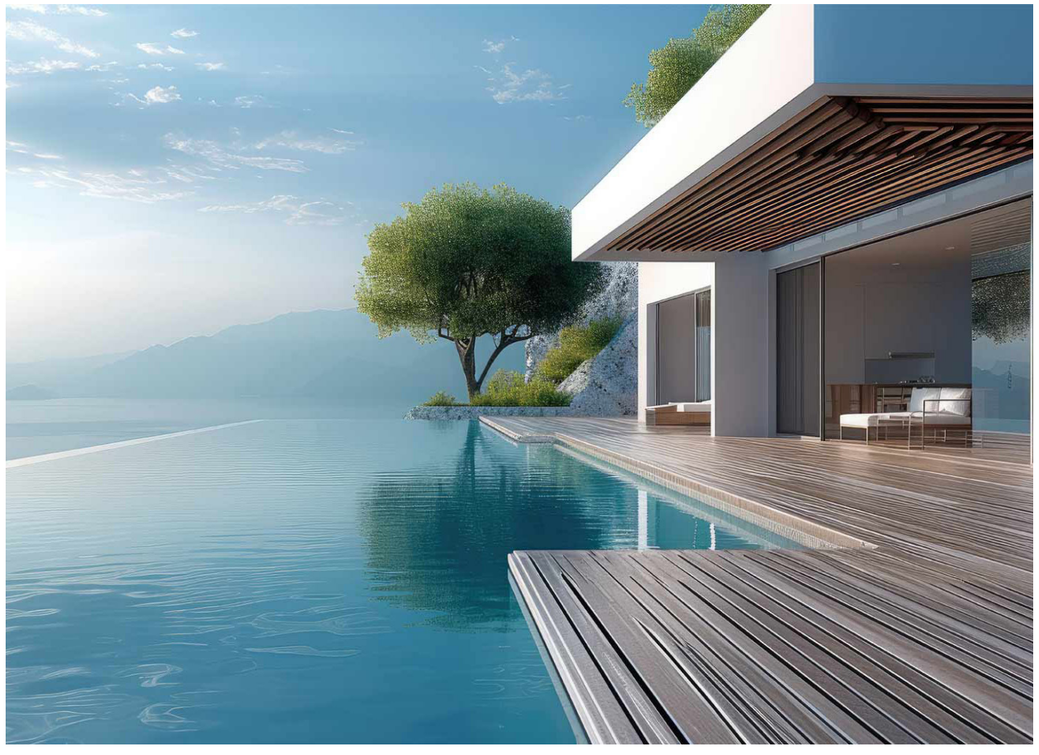
Pricing

Hotel prices vary widely depending on the location, hotel class, and time of year. For instance, in the US, the average daily rate (ADR) (Figure 16) of hotels was approximately $148.83 in 2022, an increase from the previous year. In Paris, France, the ADR exceeded 200 euros in December 2024. Such data show the ever-changing nature of hotel prices, which fluctuate due to seasonal demand, events at the local level, and the quality of services offered.



Promotions

In the luxury hospitality industry, promotions are designed to offer guests unique and customized experiences above and beyond standard discounts. Loyalty programs in most luxury hotels reward members with unique privileges such as room upgrades, late check-outs, and invitations to special events, generating a feeling of exclusivity and encouraging repeat visits. Additionally, luxury hotels typically host special events like private wine tastings, gourmet dinners, or fashion shows to create memorable experiences and support their brand image. Collaborations with local artists or cultural institutions can also offer guests unique, location-specific experiences. Also, engaging with social media sites by welcoming visitors to share their experiences can serve as real advertisements in the form of word-of-mouth and user-generated content, attracting new consumers. These strategies attempt to build customer loyalty by delivering higher and more personalized services that cater to the needs of luxury consumers.





Sales

Luxury hospitality sales tactics are utilized to get high-spending visitors into a hotel as well as expand revenues. Special promotions, such as short-term ones, such as last-minute or seasonal discounts, can be used to fill hotels during low occupancy periods or encourage people to reserve accommodations in a hurry. A special off-season pricing, weekday pricing, or off-season rate discount might be appealing to those who are value-oriented and will not have to compromise on luxury. Also, including package deals with added extras like spa services or admissions to local attractions can be value-added to guests and induce them to book directly with the hotel. Weddings or conference group rates can also occupy multiple rooms at the same time. Additionally, including gift cards or vouchers for future accommodations or amenities can induce repeat business and loyalty. All these tactics not only help towards the final objective of maximizing occupancy but also enhance overall guest satisfaction, leading to repeat business.

Distribution Channels

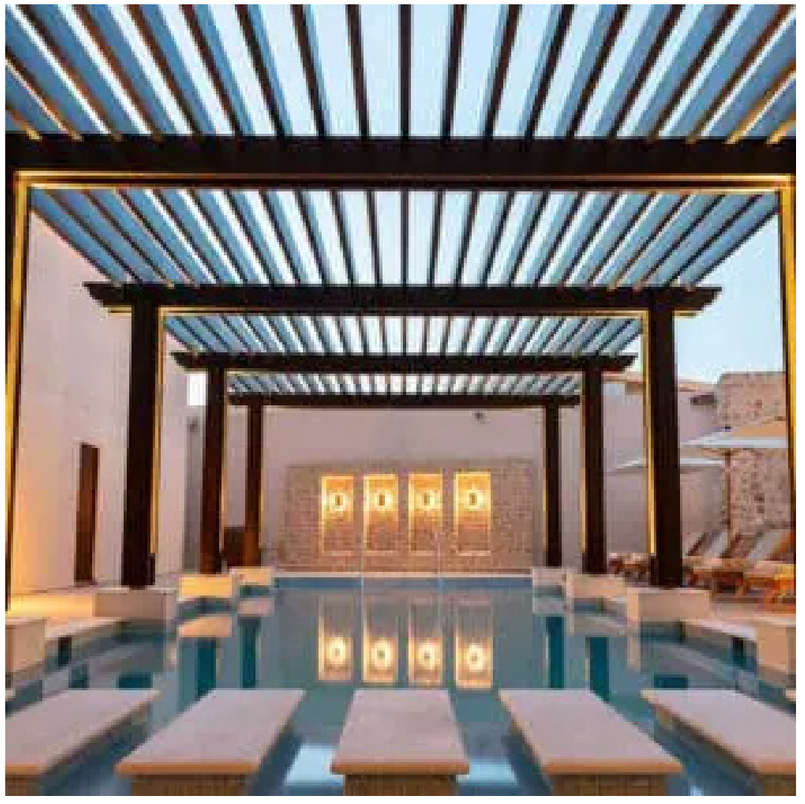
Distribution channels within the luxury hospitality industry are through which hotels sell, allocate rooms, and interact with customers. The main channels include direct bookings over the hotel website or phone, online travel agencies (OTAs) like Booking.com and Expedia, global distribution systems (GDS) used by travel agents, and metasearch engines like Google Hotels and Trivago. Each channel possesses advantages and costs. Direct bookings are generally favored with no commissions and scope for custom guest experiences. OTAs and GDS boost a hotel's visibility to more people, but generally with the label of a niche fee. The application of metasearch sites helps the guests compare fares across channels, which generates visibility. An evenly balanced distribution approach can help luxury hotels achieve top occupancy and revenues while maintaining brand integrity by balancing channels such as these.



Part- 4 Primary Research

Primary Research

This section of the final project reports primary research, focusing specifically on direct observations of attitudes and consumer behavior within the luxury hospitality sector. Unlike secondary research, which relies on information that has already been acquired, primary research gathers fresh, specific information related to Dior's potential venture into luxury boutique hotels. One-on-one interviews, questionnaires, and observational studies are key to obtaining an understanding of the desires and requirements of Dior's target market. For instance, interviews with ultra-high-net-worth individuals would reveal their aspirations for personalized services and exclusive experiences that drive the luxury hotel industry. Secondly, guest observation in existing luxury settings would provide insight into service refinement and design preferences. This tailored approach ensures Dior's hospitality services match the brand profile and meet the discerning needs of its high-end clientele.



Interview-1

The interview was conducted via Zoom on the 28th of February 2025 at 01:00 pm and addressed the potential expansion of Dior into luxury hospitality by establishing a boutique hotel in Paris. The interview focused on exploring basic aspects that make up luxury hospitality and how the values of Dior's brand can be incorporated into an out-of-the-ordinary hotel stay. The interview subject, Matthew Miller, Ph.D., CHE, is a highly esteemed Visiting Professor of Hospitality Management and Subcommittee Chair of the Curriculum Subcommittee at the College of Hospitality, Sport, & Tourism Management of Niagara University. The corresponding transcript is included in the Appendix and detailed in Appendix A in this research portion. His understanding and expertise on the hospitality business were priceless when it came to appreciating challenges and possibilities in undertaking such a project.

Location

The interview took place via Zoom.

Objectives

The interview objectives were to discuss the most important skills and qualities necessary for success in luxury hospitality management, particularly in a boutique hotel. Find out how Dior can leverage its brand image and values within a hospitality context to create an immersive experience for customers. Discover the evolving trends in the luxury hospitality industry, including technology integration, guest personalization, and sustainability initiatives. Emphasize the opportunities and challenges that may arise from Dior's entry into the hospitality business, specifically regarding customer expectations and service standards.

Key Findings

Self-Management and Guest-Friendly Orientation: Dr. Miller stressed that success in hospitality management rests on effective self-management and integrity. Having the ability to lead by example and possess true warmth for the guests matters greatly, especially when in a luxurious setting where experience is highly customized.

Evolution of Luxury Hospitality: The interview observed that the luxury hospitality industry has seen significant change over the past decade, moving towards experiential travel and more technological integration, such as the mobile check-in feature. The evolution is reflective of the growing consumer desire for authentic and immersive experiences.

Staff Management Issues: The most important takeaway was the ongoing staff management issues, for example, retention and burnout, especially after the COVID-19 pandemic. Dr. Miller elucidated that to maintain the level of service, hotels need to invest in staff to make them feel appreciated and adequately compensated.

Sustainability Practices: Finally, sustainability became a pressing matter in modern luxury hospitality. The integration of sustainable practices, such as refillable water stations and smart technology to improve energy efficiency, can be attractive to the emerging conscious luxury traveler.

Interview-2

The second interview took place when I visited the Dior boutique at the Millennium Mall in Orlando, Florida. The initial aim was to experience the Dior customer experience firsthand and observe how the brand offers a luxury and customized shopping experience. I also asked the boutique employees about Dior's recruitment process to familiarize myself with the brand's expectations, the requirements of its employees, and its training methodologies. This helped to give a better overall picture of how Dior maintains its luxury reputation through its staff. A full transcription of this interview is available in Appendix B, and the staff member is recognized as an Associate A.

Location

The second interview took place at the Dior store located in the Millennium Mall in Orlando, Florida.

Objectives

When I went to the boutique, I could see that the atmosphere was quiet, calm, and very classy. Soft music in the background and soft, low lighting gave a soothing and high-end ambience. The visual merchandising was neat and well-organized. Each department, such as shoes, accessories, ready-to-wear, and home furnishings, had its section. The clothing was folded neatly, and jewelry and handbags were tastefully displayed behind glass. The store's neutral color tones and soft carpeting made it feel more luxurious. The boutique also featured cozy sitting areas, which encouraged clients to sit and stay awhile. Associates hovered close by but gave customers enough room to walk around without restriction. Every aspect, from floor plan to music, contributed to Dior's image of exclusivity and elegance.

Limitations

The store was not very busy during my visit, so I could only observe a limited number of customer interactions.

Key Findings

Associate/Customer Interactions: During my visit to the Dior store in Orlando's Millennium Mall, I observed the copious amounts of one-on-one attention given to each customer. Associates were polite, courteous, and highly committed to creating a luxurious and welcoming shopping experience. Each interaction appeared carefully choreographed and intentional in building on Dior's brand image of exclusivity and sophistication.

Hiring Process Insight: Under the pretext of a prospective client, I inquired informally about the hiring process. I was informed by two associates, both of whom gave consistent responses, that Dior hires employees who reflect the image and standards of the brand. Potential applicants are required to apply online through the official Dior website. If deemed appropriate, they receive an email to attend an interview. Shortlisted applicants are then trained according to the role for which they are hired. They officially begin work after training. I also discovered that they have daily morning meetings before the store opens to align the team and set the tone for the day.

Team Consistency: The remarkable thing was the response consistency between the two associates, reflecting a very structured and standardized internal communication and onboarding process within the Dior team. This consistency reflects the brand's commitment to excellence, not just in customer experience but also in team dynamics.

Interview-3

The third interview took place at the Dior Beauty counter in Macy's at the Millennium Mall in Orlando. A full transcription of this interview is available in Appendix C, and the staff member is recognized as an Associate B. This was carried out to observe how Dior maintains its brand image and luxury service experience in a department store. I spoke with a Dior Beauty associate to learn about their philosophy of customer service and how they personalize the beauty shopping experience even outside of a full boutique environment.

Location

The third interview took place at the Dior Beauty counter inside Macy's at the Millennium Mall in Orlando, Florida.

Objectives

The Dior Beauty counter was organized, well-lit, and clean. Even though it was in a high-traffic Macy's store, the counter looked upscale with classy signage and modern displays. The associate was welcoming, professional, and extremely well-versed in the products. She made individualized product suggestions based on customer needs, allowing clients to try different products without being rushed. Even in a more casual retail environment, the Dior Beauty experience was high-end, with the associate maintaining high levels of politeness and professionalism, illustrating that Dior's brand values are not lost regardless of the environment.

Limitations

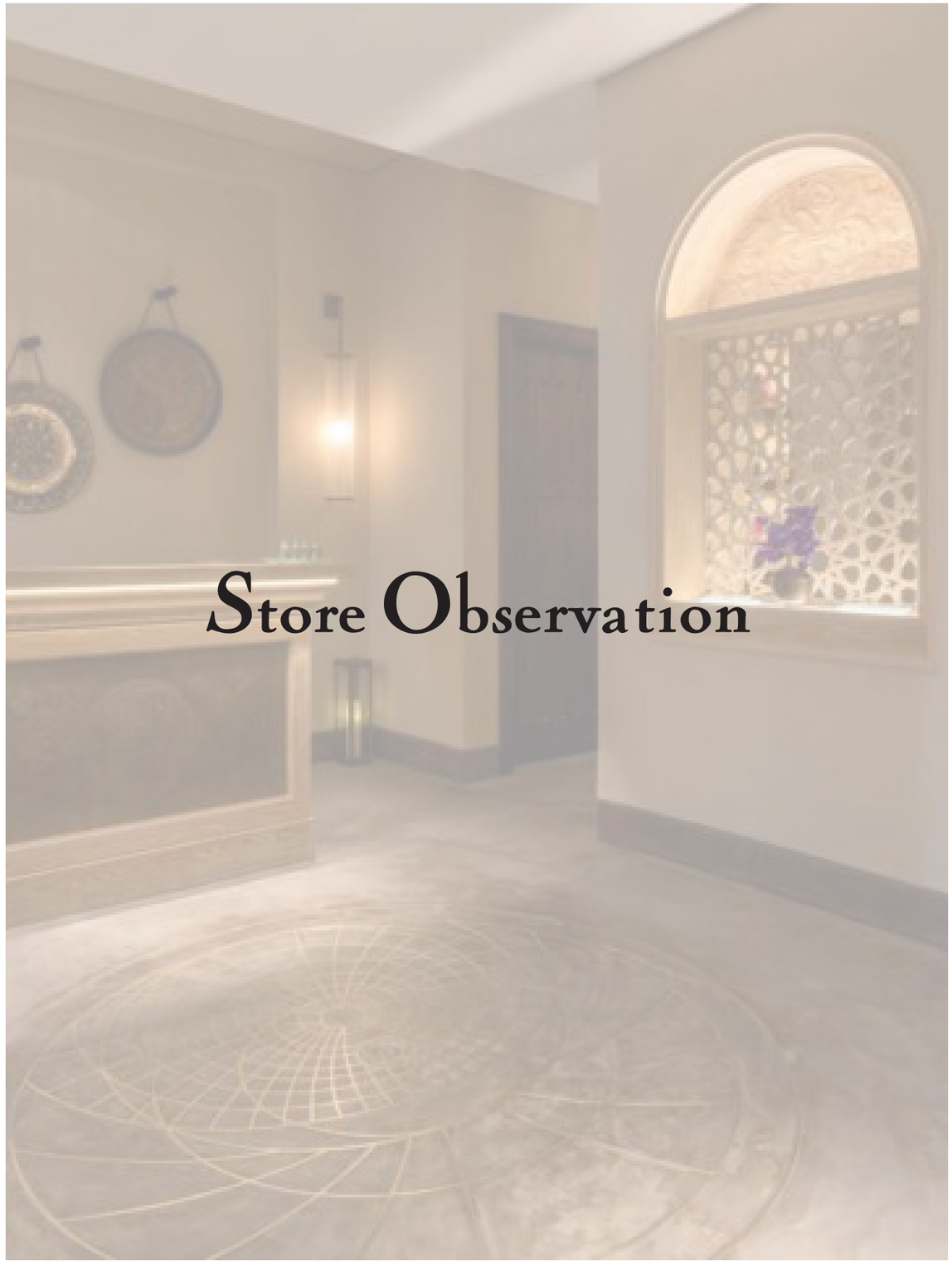
Since it was a busy season at Macy's, I could only spare a few minutes to visit the Dior Beauty counter and speak with the associate.

Key Findings

Brand Consistency: Even in Macy's, the Dior Beauty experience was luxurious. The associate used guarded, polite language and maintained professional standards of service.

Personalization: Clients were not hurried. The associate spent time discussing products, letting clients test samples, and making recommendations according to their needs, very much in line with Dior's philosophy of customer focus.

Professional Standards: Despite the constraints of a busy department store, the Dior Beauty associate maintained Dior's high professional standards and level of service.



Store Observation

After talking to the store staff, I spent some time looking at the Dior store at Millennium Mall in Orlando to understand the environment and how it appeals. The store was quiet and calm, and there was soft music playing in the background and dim lighting. Everything was extremely neat and classy, and this gave the impression of being elite and high-class.

The visual organization was neat and organized. There were divisions between all the departments, and each had walls of their own. Clothes were folded and arranged on racks, and accessories like jewelry and handbags were stored behind glass or on modern shelves. The store's color was neutral with light-colored carpets and warm wood tones, which contrasted with the products even more. There was also a space for Dior Maison (home goods), where there was an entire table setting arranged that gave it a classy, home-like ambiance.

The store was spacious enough so people could move about easily. There were soft seating areas placed in strategic locations in the store, giving a relaxed ambiance where the guests could sit and shop or wait. This also encourages people to stay longer.

Associates were positioned near but not too far away, giving consumers room to walk but still be easily accessible to lead. Overall, the environment was quiet, sanitary, and polished; every aspect of the environment served Dior's luxury status. This is characteristic of Dior, going to great lengths in terms of how to lay out their goods and how they can make customers feel high-end throughout.

Location

The visit took place at the Dior store located in the Millennium Mall in Orlando, Florida.

Objectives

The objective of this store visit was to experience firsthand the Dior retail environment and learn as a potential client. I wanted to understand how Dior staff members interact with clients, gain an insight into how they recruit staff, and witness customer behavior and visual merchandising techniques utilized in the store.

Limitations

The store was not very crowded during my visit, which might be due to the time of day or day of the week. As a result, customer interactions and behavior observed were limited to a smaller sample.



Key Findings

The store was not very crowded during my visit, which might be due to the time of day or day of the week. As a result, customer interactions and behavior observed were limited to a smaller sample.

Client Focus: The level of personalized attention was obvious. All customers were warmly greeted, and the staff was attentive without being too obtrusive. They made sure each client felt comfortable and assisted during their shopping experience.

Visual Merchandising: The interior of the Dior store was classy, minimalistic, and well-organized. As can be seen (Figure 20), products were categorized into specific groups: shoes, bags, ready-to-wear, accessories, and home. The lighting highlighted each product and gave the store a high-end ambiance. Soft carpets and items of furniture were strategically placed to give the store a cozy and airy feel. Each display seemed well thought out, providing more visibility and appeal for products.

Customer Behavior: I estimate that there were about five customers in the store when I entered, which meant a calm and quiet shopping atmosphere. A customer I observed was a denim-clad female who appeared to be between 36 - 40 years old, wearing denim jeans and a denim jacket. She seemed to be a Korean or Chinese tourist. She shopped leisurely and made a purchase, either jewelry or a bag. This shows that customers are considerate and thoughtful when they shop at Dior, maybe due to the luxury price and personal significance of the purchase.



Survey

This report provides findings of a survey that was conducted to understand consumer demand for a future Paris-based Dior boutique hotel. The detailed graphs according to the responses are provided in Appendix D. The boutique hotel aims at filling the gap between the luxury of the Dior brand name and a memorable stay, targeting mostly HNWI's, Gen Z, and millennial consumers. The study was conducted as a survey aiming at acquiring luxury hotel experience knowledge, perceptions related to the Dior brand name, and personal hopes related to amenities, as well as what amount one will pay as future customers.

Methods

The survey was conducted online, via Google Forms, consisting of ten questions examining the attitudes and expectations of respondents regarding luxury hotels. The questions ranged from familiarity with the Dior brand to what makes luxury hospitality stays high-end and what amenities and features respondents would like to find in a Dior boutique hotel. All the responses were anonymous to maintain confidentiality, to generate qualitative outputs for primary research on the viability of Dior's brand extension into the hotel sector.

Respondents

The opinions polled were mainly from Gen Z and millennials, representing their views as the most significant consumer groups for the luxury market. This targeted approach was created to reflect the views of the younger generations, who are major consumers of luxury goods and services.

Objectives

The most important goal of this survey was to ascertain consumer interest in a Dior-licensed boutique hotel in Paris. The survey asked for preferred traits of luxury hospitality, consumer acquaintance with the Dior brand, and willingness to pay for the luxury hotel stay. Findings from this study will guide decisions on the building and promotion of a Dior hotel.

Limitations

While the feedback received was helpful, one must note that the sample size was limited and consisted largely of younger consumers. Some of the participants may not have prior experience staying in luxury hotels, and this would affect their expectations and views.

Key Findings

Experience with Luxury Hotels: Most of the respondents indicated they have stayed at luxury hotels in the past, which is an indicator of familiarity with luxury service standards.

Key Elements of Luxury Hospitality: Personalized service, design and aesthetics, and spa and wellness facilities were often cited as paramount in delivering luxury hotel experiences.

Dior Brand Familiarity: Most of the participants indicated high brand familiarity with Dior, underscoring the high-end brand's strong presence within the luxury space.

Interest in a Dior Hotel: Most respondents felt that the concept of a Dior-branded hotel appealed to them, indicating a considerable potential market for this expansion.

Desired Features: Respondents suggested that they would be interested in on-site luxury spa areas, personalized service, and special dining opportunities as features to include in their stay.

Price Expectations: The price range expected for a night in a Dior boutique hotel largely ranged from €1,000 to €2,500, indicating a desire to pay for luxury experiences.

Preference of Boutique over Traditional Hotels: A high percentage of respondents indicated that they would choose a branded boutique hotel like Dior ahead of traditional five-star hotels when organizing a luxury vacation to Paris.

Word-of-Mouth Potential: Most of the respondents replied that they would be willing to refer on to a Dior hotel stay based on this concept, which would create a word-of-mouth marketing opportunity.

Interest in Other Luxury Brands: In addition, the survey gauged interest in other luxury fashion brands that may potentially enter the hotel business, providing another perspective on consumer interest.





Part- 5 Strategy

Dior Boutique Hotel

The luxury hospitality line by the name of Dior will boast a limited range of luxury experiences and facilities, all drawn from the brand's fashion house. The rooms will be styled with the brand's signature design elements of toile de Jouy patterns, elegant, muted colors, and streamlined Parisian sensibilities to create the experience of bedding down in wearable art. Dior touches will surround every guest, from plush bedding in fabrics reminiscent of Dior couture gowns to personal Dior Maison tableware and fragrance-infused linens. Visitors will be treated to personalized in-room beauty bars with Dior cosmetics and skincare, personal shopping and styling, and spa sessions with La Collection Privée Dior perfumes. These products are not just luxury, they're lifestyle and storytelling, turning each guest's stay into a style-infused getaway. This personalized approach reflects the growing demand for "experiential luxury," where exclusivity and emotional experience take precedence over material goods.

Strategy

Dior will build its flagship boutique hotel in Paris as a new global standard in fashion-led luxury hospitality. By integrating its essence of fashion, beauty, design, and wellness into a single seamless guest experience. From interior to spa, each touch point will reflect the elegance of the Dior brand. It will have 72 Dior-designed rooms, a café, an exclusive Pop-up store, and signature treatments in its spa, making it a destination that is as beautiful as it is intimate.



Creating the Dior Hotel Experience

The first goal is to open Dior's first luxury boutique hotel by the second quarter of 2027 near to the iconic 30 Avenue Montaigne in Paris. The hotel will feature 72 sumptuously decorated rooms, a Dior café, a private Dior Beauty spa, and a boutique featuring Dior heritage pieces. The vision is to immerse visitors in the Dior lifestyle where fashion, beauty, wellness, and custom design come together. From interior design to in-room fragrance, every detail will pay homage to Dior's elegance, making every visitor's stay a once-in-a-lifetime experience.

Providing Value in Luxury

The second objective relates to pricing. Dior's hotel will be priced with the finest luxury competition, offering experiences that are worth every penny. That's no discounts but plenty of value-add, from special-edition Dior packaging and customized spa treatments to couture suite upgrades. Prices will support the brand value and exclusivity of Dior and push emotional loyalty. Under this strategy, we aim to boost profits, welcome high-net-worth individuals as our guests, and have them return time and time for the unique Dior touch they won't get elsewhere.

The Ideal Location

The third goal is location and integration. By 2026, Dior's hotel will have been established in an optimal position, ideally the 8th arrondissement, as seamlessly a part of Dior's universe as one of its ateliers. It won't be exclusive to hotel guests. The complex will welcome drop-ins to its café, spa, and pop-up boutiques by season. Clients can shop and experience the brand up close, and digital tools like the Dior app and online booking websites will render all interactions seamless and personalized. This flagship hotel will become a new home for Dior's brand experience, both physically and digitally.

Telling the Dior Story

The fourth goal is to spread the word in a way that's true to Dior's emotional and creative identity. Through a strong storytelling campaign including editorials, influencer partnerships, and celebrity-led events, we'll make the hotel a global topic of conversation. From immersive Vogue features to behind-the-scenes Instagram reels, the focus is to reach over 10 million people and build engagement that drives buzz and bookings. The campaign will show that staying at Dior's hotel isn't just a visit, it's becoming part of a beautiful story.





Target Consumer

Creating the Dior Hotel Experience

Part of Dior's expansion into luxury boutique hotels was three segments of customers Elite Business Leaders, Prestige Collectors, and Next-Gen Affluents. They were formed through their lifestyles, motivations, expenditures, and behavior on the web. For this project, the target is the Prestige Collector. They are style-conscious and status-conscious. They love to spend money on high-end products that reflect their success, from designer hotel suites to personalized interiors. Prestige Collectors are often entrepreneurs or artists who spend time at fashion shows and luxury travel experiences. They prefer to purchase vintage, rare luxury items rather than mass-market fashion. Their purchases are thoughtful and image-driven, which is perfectly in line with Dior's sophistication and rarity. They engage with fashion content on Instagram, read Business of Fashion, and shop frequently through private or invite-only platforms, making them ideal candidates for Dior's luxury hospitality experience.

Consumer Profile

Prestige Collector: Khushi Kapoor

Demographics

Age: 24

Annual Income: $250,000 and above

Psychographics

Fashion Entrepreneurs are style-conscious and ambitious people who spend money on timeless pieces and high-end products that showcase their taste and success. They regularly attend fachion weeke, and luxury evente, and travel out of town for work or inspiration.

Motivators

They are motivated by accumulating rare luxury xperianger, interiore, and fachion produnte that align with their personal brand and business identity.

Buying Behaviors

Needs: Limited edition items, designer lines, branded hotel rooms

Channels: High-end travel services, private fashion clubs, hotel concierge

Spending Habits: Deliberate and considered purchases, typically for long-term value Brands: Dior, Chanel, Valentino, Bottega Veneta

Pains

Too much mass luxury or too commercial-sounding trenas.

Online Behavior

Follows fashion houses on Instagram, reads Business of Fashion, and shops through luxury resale or invite-only events.





Part-6 Marketing Strategy

Marketing Strategy

The Dior Boutique Hotel will be strategically located on Avenue Montaigne - 8, near to the iconic Dior flagship store, creating a seamless link between fashion and hospitality. Positioned in Paris's premier luxury district, the hotel will offer an immersive Dior lifestyle through couture-inspired rooms, a signature spa, café, and exclusive VIP experiences.

This upper-tier brand extension aims to redefine luxury hospitality by reflecting Dior's heritage, elegance, and craftsmanship. Unlike other luxury hotels, the Dior experience will be personalized, artistic, and emotionally engaging, transforming a stay into a journey into the world of Dior.

Product

The luxury hospitality line by the name of Dior will boast a limited range of luxury experiences and facilities, all drawn from the brand's fashion house. The rooms will be styled with the brand's signature design elements of toile de Jouy patterns, elegant, muted colors, and streamlined Parisian sensibilities to create the experience of bedding down in wearable art. Dior touches will surround every guest, from plush bedding in fabrics reminiscent of Dior couture gowns to personal Dior Maison tableware and fragrance-infused linens. Visitors will be treated to personalized in-room beauty bars with Dior cosmetics and skincare, personal shopping and styling, and spa sessions with La Collection Privée Dior perfumes. These products are not just luxury, they're lifestyle and storytelling, turning each guest's stay into a style-infused getaway. This personalized approach reflects the growing demand for "experiential luxury," where exclusivity and emotional experience take precedence over material goods.



Floor Plan

The ground floor of the Dior Boutique Hotel in Paris is designed to reflect elegance, comfort, and Dior's signature lifestyle. Key areas include the Reception, Lobby, and Entrance, where guests are welcomed into the Dior atmosphere. To the left are the luxurious Spa and Pop-Up Store showcasing exclusive fashion pieces. To the right, guests can enjoy the upscale Café and Outdoor Sitting Area, designed with glass walls for a light, open feel. The outdoor Swimming Pool, visually connected to the interior, adds to the hotel's refined indoor-outdoor ambiance. The layout ensures seamless access to wellness, dining, and retail experiences, all crafted to reflect Dior's world of sophistication.



Hotel Interiors

1.Dior Spa:- It's a peaceful and refined spa space where clients can relax and enjoy wellness treatments. It's calm, modern, and designed with pale colors and daylight.



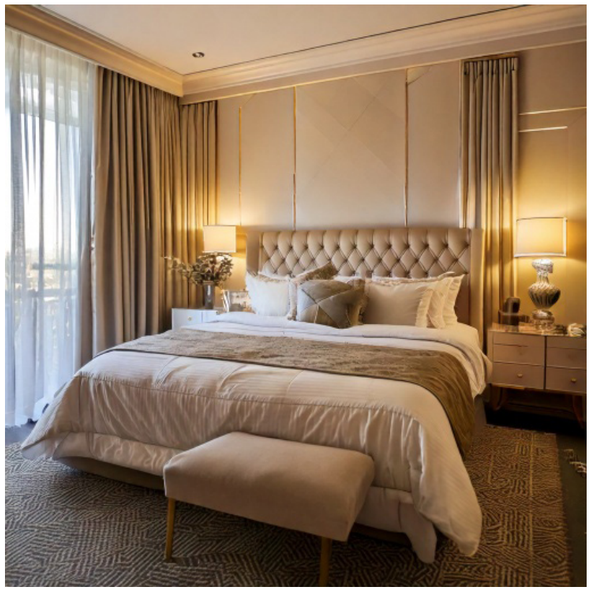
2.Dior Café:- The Dior Café is a pleasant eating and relaxation space. It has a refined indoor ambiance and a lovely outdoor dining space with a garden view perfect for enjoying a quiet meal.



3.Dior Pop-up Store:- The pop-up store is where visitors can shop for special Dior attire. It's chic, trendy, and structured like a mini catwalk show with plenty of style and elegance.



4.Standard Rooms:- A cozy and elegant visitor room with muted colors and understated luxury. It's perfect for the visitor who wants comfort and style.



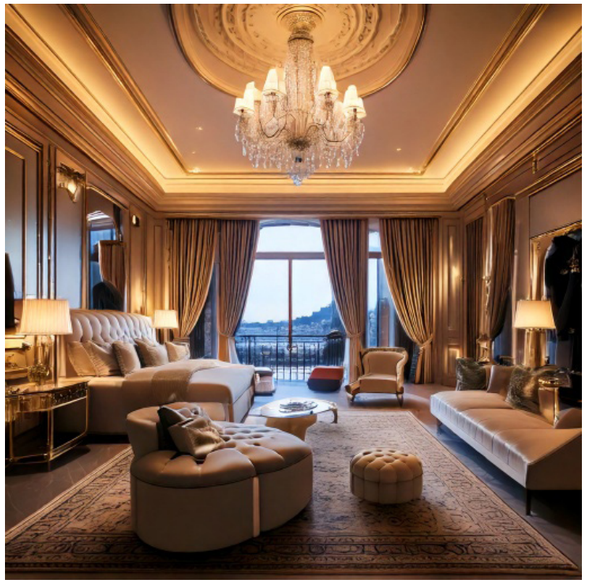
5.Junior Suite Room:- This is a little bigger, with a living room and a fancy décor. It is opulent but warm and welcoming.



6.Prestige Suite:- A spacious, elegant suite with extra space and sumptuous furniture. It makes guests feel as though they are staying in a modern Parisian apartment.



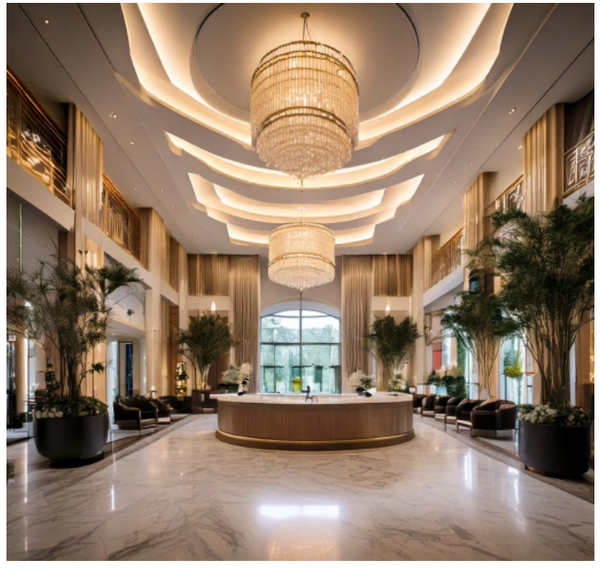
7.Dior Signature Suite:- This is a special suite that takes its cue from Dior fashion. It comes with beautiful artwork, designer flair, and a sophisticated, elegant atmosphere.



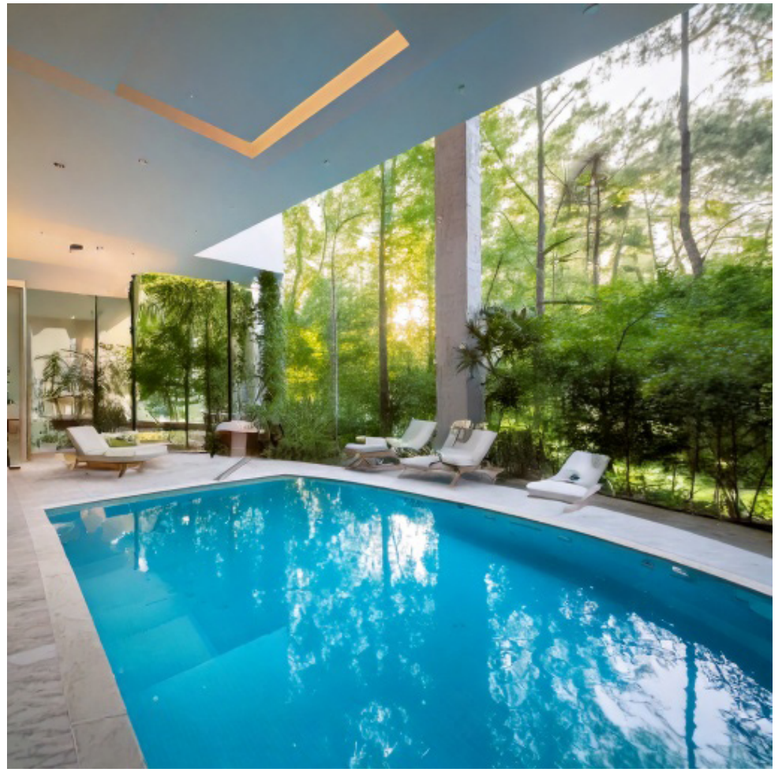
8.Penthouse Suite:- The penthouse suite offers superior views and the most square space. It is a home away from home luxury in Paris at the top, with elegance and sophistication.



9.Lobby with Reception:- The first sight to greet the guests upon entering the hotel lobby is inviting, with muted colors and a front desk Dior-style.



10.Swimming Pool Area:- Private and serene, this swimming pool area sits near the café as a serene setting with soft lighting and a refined style.



Hospitality Assortment Plan

The hotel's range of hospitality for Dior's Boutique Hotel Paris is based on primary as well as secondary research. According to the survey results, 69.2% of the respondents considered personalized service and spa & wellness services as the top features that are most valued in luxury hospitality. In addition, design & aesthetics, fine dining, and location were also of equal significance to 38.5% of respondents. Such observation indicates that Dior Boutique Hotel must emphasize bespoke, high-touch experiences, spa wellness programs, and Parisian elegance in its service strategy.

This is also validated by a report from Statista, where the global wellness tourism market will reach over $1.6 trillion by 2030, which indicates a growing demand for health-driven luxury travel (Statista Wellness Tourism). Also, Forbes brings to the attention that today's luxury travelers seek customization, wellness, and look over traditional hotel facilities (Forbes, 2023).

Category	Offering	Why It's Included
Personalized Service	24/7 Dior concierge & fashion butlers	Top choice in primary research (69.2%) – Guests expect custom, detail-oriented service.
Spa & Wellness	Le Jardin Dior Spa	High demand from survey and wellness market growth; luxury travelers prioritize wellbeing.
Design & Aesthetics	Couture-inspired suites	38.5% value visual design—each suite mirrors Dior fashion lines for immersive stays.
Fine Dining	Dior Café & Salon	Ranked equally with aesthetics; guests seek memorable culinary experiences.
Prime Location	Central Paris, near Avenue Montaigne	Paris is a fashion capital; 38.5% of participants value proximity to culture & shopping.

Price Details

The pricing strategy of the Dior Boutique Hotel in Paris is that of a unique luxury experience. Drawing inspiration from the elegant style of Dior, the hotel offers luxurious rooms, a signature spa, a style-aware café, and a pop-up boutique. The prices are to match those of other top luxury hotels in Paris while offering a Dior lifestyle experience to customers.

Minimum rate per room per night is $3,000 (€2642.82). The hotel has 72 rooms, and the following is the breakdown of prices:

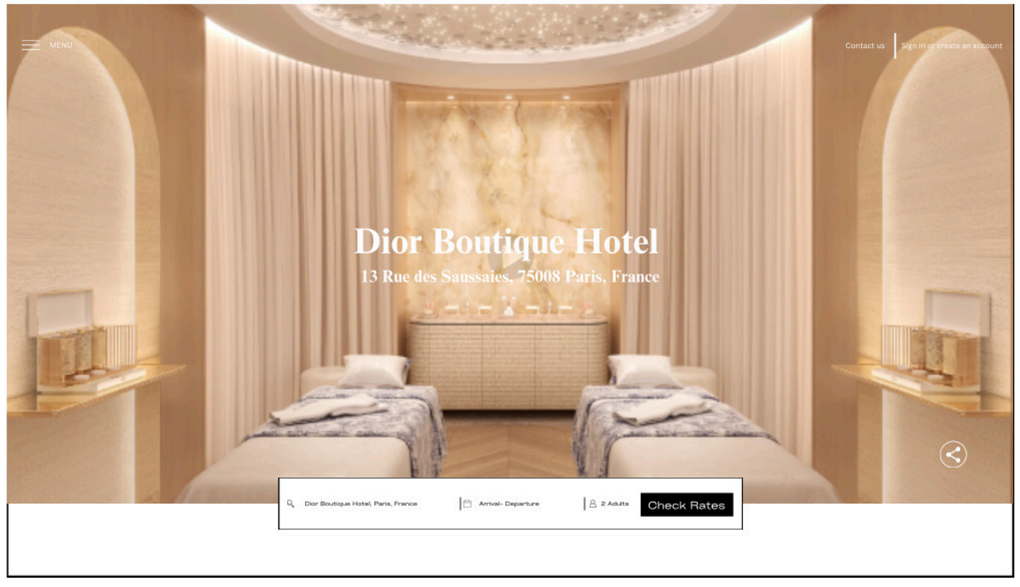
Standard Room: $5,400/night; Junior Suite: $7,000/night; Prestige Suite: $10,000/night; Dior Signature Suite: $15,000/night; Penthouse Suite: $28,000/night; Other Sources of Revenue Are:- Spa Therapies: $500–$1,200 per session; Dior Café Dining: Approx. $120 per guest; Pop-Up Store (Fashion + Beauty): Visitors spend an average shopping between $300–$600; Events & Packages: Exclusive high-end experiences priced at $10,000 and above

Pricing Strategy

Paris' Dior hotel will capture the luxury brand's sophistication and exclusivity. Dior-designed rooms, signature spa, beauty, pop-up boutique, and products will put a premium on an ultra-premium platform. Room rates will range from $3,000 to $28,000 per night, like top-tier competitors Ritz Paris and Cheval Blanc, but with an enhanced integrated fashion and beauty lifestyle. Spa services will start at $500, using Dior skincare products and perfumes. 72-room Dior is an intimate, high-touch offering. Revenue will also be created through spa treatments, retail, and bespoke guest experience. Prices are in line with Dior's brand identity: luxury, detail, and exclusivity.

E-Commerce

Dior Hospitality will use a strong e-commerce strategy, focusing on direct bookings through its official website to ensure full control over the guest experience and offer personalized services like room upgrades and spa reservations. The hotel will feature a dedicated section with a user-friendly interface for browsing and booking. To maximize reach, it will also be listed on OTAs like Booking.com and Expedia, as well as GDS platforms. Social media channels like Instagram and Facebook will support seamless bookings via direct links, combining brand control with global visibility and engagement.



Promotion

To appeal to discerning travelers like Khushi Kapoor, Dior Hospitality will follow a high-end promotion strategy that embodies the luxury and sophistication of the brand. By hosting exclusive events during Paris Fashion Week, offering VIP showroom access, and collaborating with fashion influencers, the hotel creates a lifestyle experience aligned with the expectations of young, stylish, and high-profile guests. Instagram and pop-up activations will further enhance the brand's allure and exclusivity.



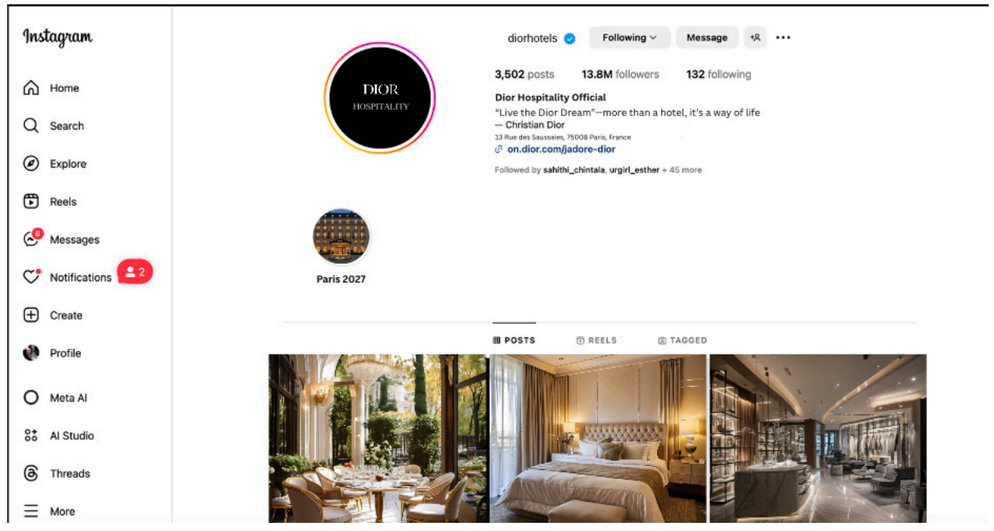


Digital Media

Social Media - Instagram, and Facebook

Facebook and Instagram will be utilized to create a visual, aspirational narrative behind Dior's opening boutique hotel. Facebook and Instagram will be front and center to tell the story of Dior, showcasing behind-the-scenes preparations, last-minute refinements on suites, and early looks from the exclusive press lunch with Dior's chairman and creative director.

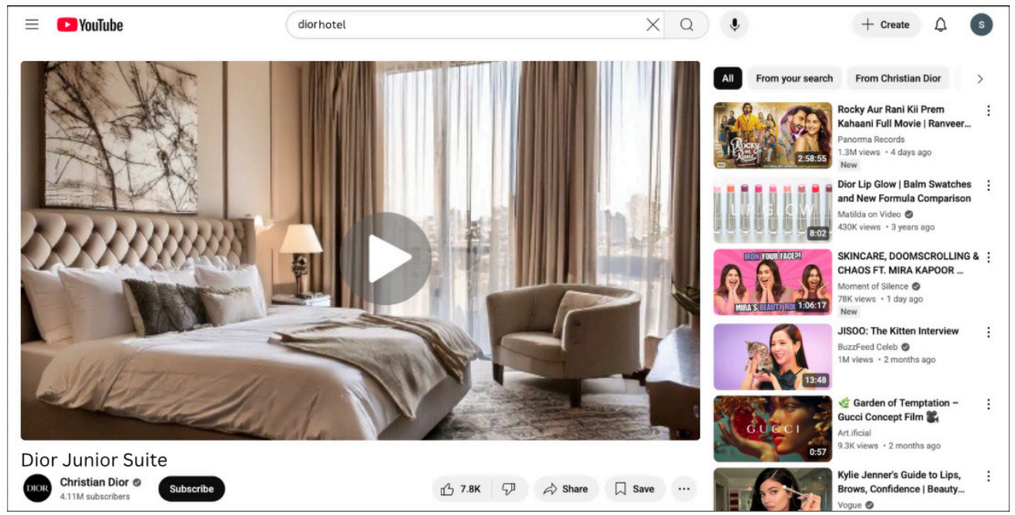
Kpi: Target a 5% engagement rate. Meta Business Suite and Sprout Social tools will track reach, impressions, story views, and saves. Instagram is the most popular social media among 25–45-year-old luxury travelers (Statista, 2024).



Social Media - YouTube

Share cinematic videos about Dior's hotel boutique experience with slow and sophisticated strolls through suites, Dior treatments, and the creative heritage of the brand. Launch Video (60 seconds): "A Night at Dior" featuring Sophia Carter-inspired luxury lifestyle, check-in luxury, spa time, rooftop cocktail hour, and suite journaling experiences. Behind-the-Scenes Series: 3-part mini-series of the suite design process, Dior-inspired moment creation, and interviews with Dior artisans and chefs.

KPI: Reach a view-through rate of 30%. Use Google Ads & YouTube Studio analytics.



Exclusive Press Preview

Event Description: Intimate lunch with Dior's Chair in a virtually complete suite. Limited media will be invited to view the property, experience the vision, and print first-look editorials.

Expected Outcome: Early media write-ups in Condé Nast Traveler, Wallpaper, Business of Fashion, and LUXUO to generate organic buzz.

Launch Event

Guest List: A meticulously handpicked set of global fashion and travel social media influencers who share a love for minimalism, elegance, and narrative, having over 200k followers on Instagram and YouTube and the loyal consumers of Dior and the brand ambassador.

Event Highlights: Custom suite rooms, personalized fashion experiences (i.e., vintage Dior fashion mini-exhibit in the lounge), spa massages, and in-room gifts.

KPI: Engagement in the form of story views, tagged posts, and follower increase on Dior hospitality social accounts. Attain a 5% campaign engagement rate.



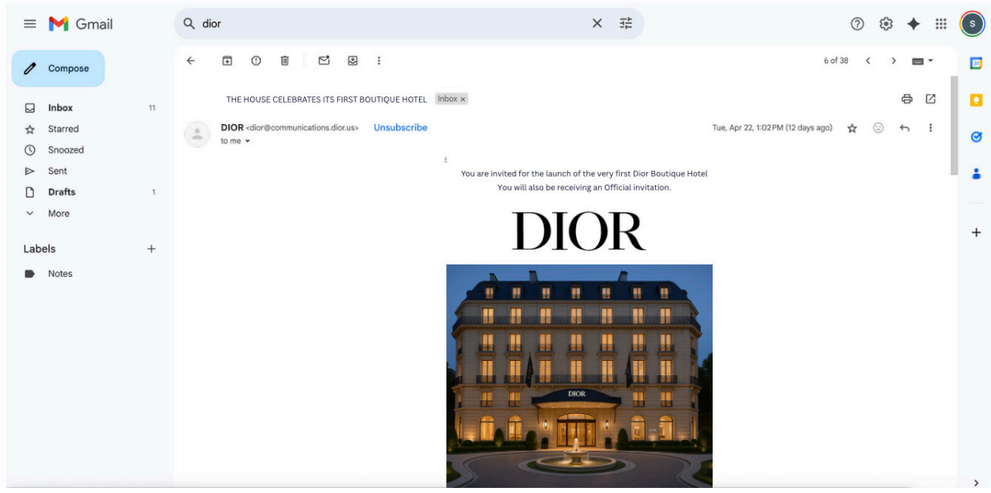




E-mail Newsletters

Purpose: Targeted emails will be sent to Dior's VICs (Very Important Clients), existing fashion clients, and loyalty members introducing the Dior Boutique Hotel.

KPI: Achieve a 2–3% click-through rate for Dior's segmented audiences (source: Mailchimp 2024 travel/hospitality benchmarks).





Promotional Plan

GANTT Chart

The integrated marketing and communication timeline for the Dior Boutique Hotel launch. Spanning from September through July, the plan is divided into three key phases: pre-launch, launch, and post-launch. The pre-launch period focuses on building anticipation through website development, social media presence, CRM email campaigns, and early PR initiatives like press lunches and editorial visits. The launch phase, marked in June, is highlighted by intensified digital media efforts, a high-profile launch party, and extensive magazine coverage. Post-launch activities in July maintain visibility and guest engagement through continued digital promotion and CRM strategies. This structured rollout ensures a consistent and luxurious brand presence across all customer touchpoints.

	Pre-Launch									Launch	Post-Launch
	September	**October**	**November**	**December**	**January**	**February**	**March**	**April**	**May**	**June**	**July**
Digital Media											
Website											
Social Media											
Digital Ads											
CRM											
Email											
Public Relations											
Press lunch											
Launch Party Invitations											
Editorial Visits											
Launch Party											
Out of Home											
Magazine											



Financials

Promotional Plan

This promotional plan outlines how Dior Boutique Hotel Paris will promote its brand and attract luxury travelers from 2027 to 2030. Each year, a portion of the hotel's total revenue is set aside for marketing activities, with a focus on digital media, commercial advertising, and public relations. The goal is to create awareness, build excitement, and position Dior Hotel as the go-to destination for luxury hospitality.

In the first year, the promotional budget is $1.2 million, which is about 3.33% of total revenue. Most of the money goes toward digital marketing (42%), followed by TV or online commercials (33%), and public relations (25%) like influencer outreach, editorials, and launch events. This strong marketing push will help introduce the hotel to the world.

As the hotel becomes more well-known, the percentage of revenue spent on promotion gradually decreases from 2.64% in 2028 to 1.27% by 2030 while the total revenue increases. This means that Dior can spend more in actual dollars, while using its growing brand reputation to market more efficiently. By 2030, the promo budget is $1.8 million, still focused mostly on digital media and brand storytelling.

This promotional plan supports the hotel's goal of blending fashion with lifestyle, and ensures that Dior's message of exclusivity, beauty, and elegance reaches the right audience at the right time.

Year	Total Revenue	Total Promo Budget	% of Revenue	Digital Media	Commercial	Public Relations
2027	$36,055,000	$1,200,000	3.33%	$500,000 (42%)	$400,000 (33%)	$300,000 (25%)
2028	$90,896,550	$2,400,000	2.64%	$1,000,000 (42%)	$800,000 (33%)	$600,000 (25%)
2029	$117,482,000	$1,600,000	1.36%	$700,000 (44%)	$550,000 (34%)	$350,000 (22%)
2030	$141,794,400	$1,800,000	1.27%	$800,000 (44%)	$600,000 (33%)	$400,000 (23%)

Demand Plan

This demand plan presents the financial outlook for the Dior Boutique Hotel Paris in its first year of operation, 2027. The hotel will offer 72 ultra-luxury rooms in the heart of Paris, with an average room rate of $3,000 per night. It will provide guests with a complete Dior lifestyle experience, including a signature spa, a stylish café, and a high-end pop-up fashion store all designed with Dior's signature elegance.

In the first year, the hotel expects a 30% occupancy rate, selling about 7,884 room nights. In addition to room bookings, revenue will come from spa services, café dining, fashion store purchases, and exclusive event packages. This mixed revenue model is expected to generate over $36 million in total revenue in 2027.

While operating costs are high to maintain the premium experience, they are well managed. The hotel is projected to earn a net income of over $4.6 million in its first year, with a profit margin of 12.82%. This shows that the Dior Boutique Hotel can deliver both a luxurious guest experience and a strong, sustainable business model.

Dior Boutique Hotel Paris	
Concept Summary: 72-Rooms	Ultra-Luxury Hotel in Paris	Basic Room Rate: $3,000/night (€2642.82)	
Signature Dior Spa, Pop-up Fashion Store, Dior Café - A fully immersive Dior Lifestyle Experience.	
Category	2027
Occupancy Rate	30%
Room Nights Sold	7884
Room Revenue ($6350/average price of all rooms).	$19,050,000
Spa Guests/Day	15
Spa Revenue ($300/visit)	$1,642,500
Café Guests/Day	100
Café Revenue ($100 avg/guest)	$3,650,000
Pop-Up Visitors/Day	75
Pop-Up Revenue ($300 avg/purchase)	$8,212,500
Event/Packages Revenue	$3,500,000
Total Revenue	**$36,055,000**
Fixed Costs (USD)	
Front Desk (16 (3/shift × 4 shifts - 5days + floaters))	$2,400,000
Guest Services (10 (1 butler/7 rooms x 3))	$4,500,000
Reservations Payroll (8 (in-house) + outsourced)	$3,500,000
Cable/Internet	$250,000
Contract Services (3rd-party vendors)	$600,000
Linen/Uniform	$400,000
Equipment	$1,000,000
Maintenance (4 (handyman, HVAC, electrician))	$1,200,000
Decorations	$800,000
Overhead/Payroll (20 (GM, accountants, HR))	$4,500,000
Insurance	$500,000
Property Tax	$750,000
Building Amortization	$632,234
Depreciation	$1,200,000
Total Fixed Costs	**$22,232,234**
Variable Costs (USD)	
Room Payroll	$1,500,000
Linen Cleaning	$600,000
Guest Supplies	$400,000
Travel Agent Commissions	$1,000,000
Credit Card Commissions	$1,200,000
F&B (Café & Events)	$2,000,000
Marketing	$2,500,000
Total Variable Costs	$9,200,000
Summary	
Total Revenue	$36,055,000
Total Costs	$31,432,234
Net Income	$4,622,766
Profit Percentage	**12.82%**

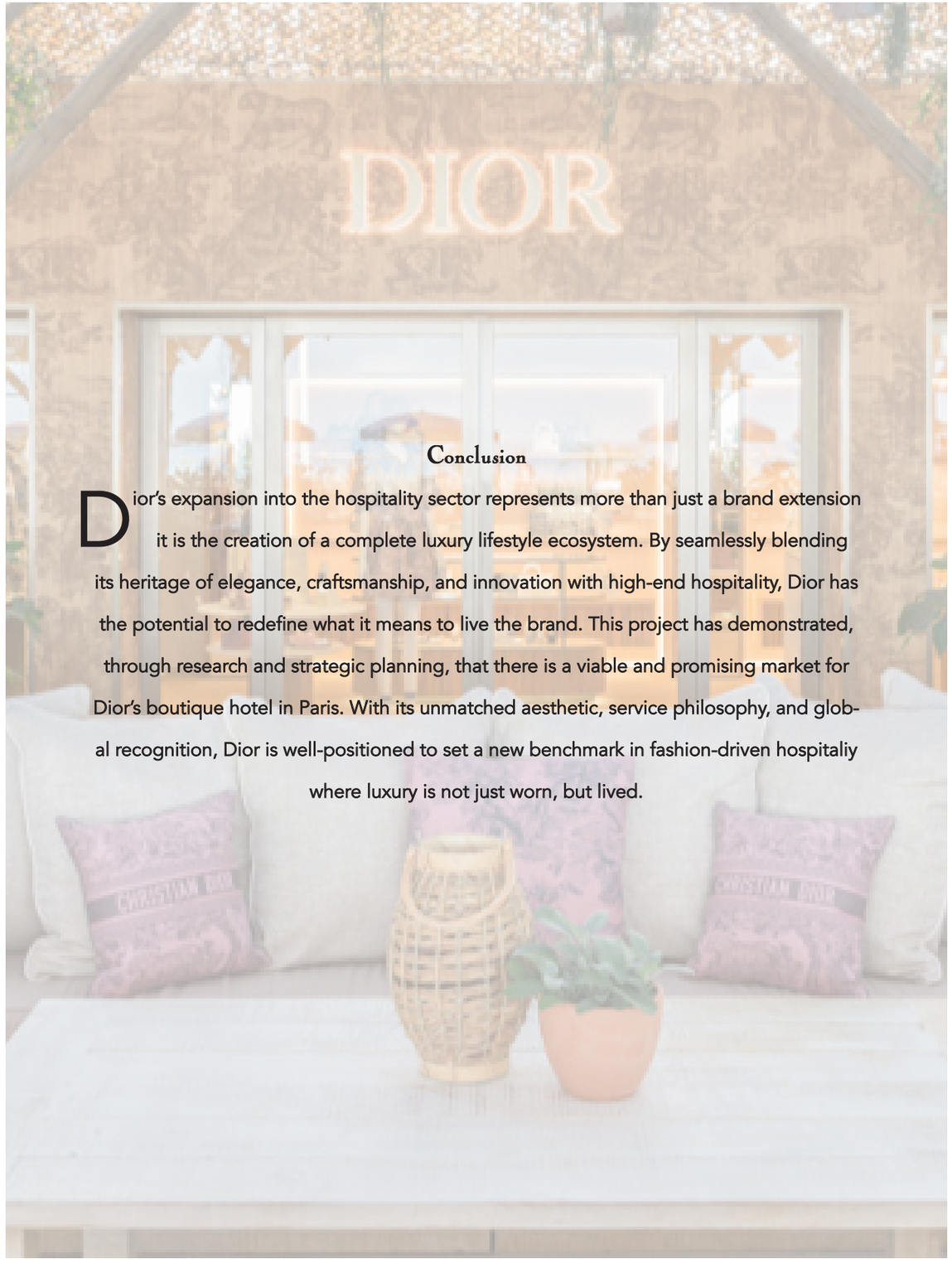
Profit and loss statement

This profit and loss statement shows the financial performance of the Dior Boutique Hotel Paris for its first year of operations. In 2027, the hotel is expected to earn a total revenue of $36,055,000 through room bookings, spa services, café guests, pop-up store sales, and special event packages.

To deliver a high-end, luxury experience, the hotel will also have significant fixed and variable costs. These include staff salaries, maintenance, guest services, and marketing, totaling $31,432,234 for the year.

After covering all expenses, the hotel is projected to make a net income of $4,622,766, with a profit margin of 12.82%. This shows that the Dior Boutique Hotel can be both a luxurious guest experience and a financially successful business.

Total Revenue	$36,055,000
Total Costs	$31,432,234
Net Income	$4,622,766
Profit Percentage	**12.82%**



Conclusion

Dior's expansion into the hospitality sector represents more than just a brand extension it is the creation of a complete luxury lifestyle ecosystem. By seamlessly blending its heritage of elegance, craftsmanship, and innovation with high-end hospitality, Dior has the potential to redefine what it means to live the brand. This project has demonstrated, through research and strategic planning, that there is a viable and promising market for Dior's boutique hotel in Paris. With its unmatched aesthetic, service philosophy, and global recognition, Dior is well-positioned to set a new benchmark in fashion-driven hospitaliy where luxury is not just worn, but lived.



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Appendix

Appendix A – Interview with Hospitality Professor Matthew Miller.

Saakshi: Professor, finally, yeah. All right, I'll jump into the questions, not to waste more time. So, my very first question was, what are the key skills and qualities necessary for success, luxury, hospitality management?

Matthew Miller: So, certainly taking care of yourself is essential. If you can't manage yourself, you can't manage a business, particularly something so guest-focused, especially. And, I would say leading by example, just doing the right thing.

Integrity, kindness, and ambition to succeed, not only meet but exceed expectations are just critical. Can I say, you cannot survive in hospitality unless you're a nice person. So, all of those would be tremendous factors.

Saakshi: Yeah, that's something interesting. And I think that I should integrate that even for employees who are going to work in a hotel, so that they have that peace of mind and that they can serve better to the guests better.

Matthew Miller: Fully. Well, the thing is, keep in mind, you can teach anyone to open a door for someone. You can teach anyone to check someone in.

However, you can't teach someone to want to send roses to someone's room for their anniversary. You can't. Or you can't train someone to send chocolate to a guest's room for their birthday. You can't. You can ask them to deliver it, but is there a heart in it? That's what you're looking for. You're looking for the heart. Yes.

Saakshi: So, moving on to my second question, it is, how has the luxury hospitality industry evolved over the past decade? I do see that it has improved a lot since after the pandemic, but I would love to know more about it.

Matthew Miller: Sure. So, experiential tourism has seen a notable increase, which highlights a greater emphasis on local scenography and its integration into hotel design. So, for example, Four Seasons Maui in Hawaii and the Ritz-Carlton Kapalua in Maui compete neck and neck, and they're employing full-time cultural experts to ensure authenticity in local culture and immersion into just the Hawaiian locale.

Additionally, the integration of technology is just increasing and increasing and increasing, very intensified with features including mobile check-ins and mobile room access becoming more and more prevalent.

Saakshi: That's something interesting. I was so excited when I was doing this research and learning about the data. It's surprising to me that the pandemic was the only time when people could not travel.

Before that, the travel industry was not improving very much of improving. It was just like, oh, if I have a holiday, I might consider going. But now people are prioritizing going out and visiting places. That's something interesting, and I love it.

Matthew Miller: Absolutely. It was stagnant for quite a while, but now it's enhancing and enhancing. So yes, I agree with you.

Saakshi: Yeah, Okay. So, my next question with the background and industry would be, what are the biggest challenges Luxury Hospitality is facing today?

Matthew Miller: Certainly pay, salaries, burnout, and staff retention. So, all these personnel management issues, in my opinion, represent the largest challenges in the industry, especially after the COVID-19 pandemic. The sector continues to be understaffed, with employees often assuming responsibilities of two or three roles in comparison to pre-pandemic, and they aren't receiving additional compensation. So, the situation contributes to a heightened stress level and eventual burnout.

So, it's kind of like a vicious cycle. So, I would say personnel management is the biggest one. .

Saakshi: Hmm. So, when I was looking into the matters of what the gaps of hospitality are, what challenges it's facing towards I have more focused on travelers' perspective, and I have seen that travelers require for more personalized experience, and they need a more exclusive experience as much as they can get. And have wellness retreats as well, because now people are also focusing on wellness.

So, I have tried my best to include all those in your hotel. But now I also understand that even the employees who are working are important. So, we need to keep that in mind.

Matthew Miller: Absolutely. So absolutely.

Saakshi: Okay. So, my next question would be, how do you define luxury hospitality, and what sets it apart from standard hospitality service?

Matthew Miller: Good question. So, luxury hospitality centers around the maintenance of three key

aspects across all its products and services. Like you just mentioned, exclusivity is a huge one; maintenance of consumer status, maintenance of service quality, and product quality should be at the forefront of a luxury hotelier's mind.

While many lower-end establishments prioritize utility and convenience, like providing guests with a coffee maker, luxury hotels are going to do you a plus one. So, they may offer amenities or services like a Keurig machine or a very fancy coffee shop in their lobby. In a similar vein, whereas mid-range hotels might offer a shuttle service within a three-mile radius, a luxury hotel could elevate this experience by offering transportation in a Lamborghini.

So, these plus ones are extremely important as well, in addition to status, quality, and exclusivity for guests.

Saakshi: Okay. And what challenges do fashion and luxury brands face when expanding into the hospitality sector? This is like kind of like, because I'm going with Dior, so I want to know about this thing.

Matthew Miller: Sure, sure, sure. So, I would say just, it's very difficult to incorporate these plus ones or above and beyond. It's essential for these companies to like retail companies, to occasionally offer complimentary services.

So many of these retailers are very, very bottom-line focused. However, they do have to understand that luxury is about providing occasional niceties that are complimentary. So, for instance, if a retailer aims to enter the ultra-luxury segment, investing in handwritten thank you cards to guests who visit the store, providing bottled water, offering stuffed animals, and stickers to kids who are visiting can significantly enhance the shopping experience.

These thoughtful and personalized gestures can make a substantial impact and truly epitomize luxury, even though they may cost the retailer just a little bit of money to implement.

Saakshi: I completely agree with you. And this is really a good thought of like offering them soft toys for the kids. That is something like every kid would love to do.

I would still love to get that soft toy. So that is something like a personalized experience for the guest.

Matthew Miller: Well, Lee, well, if you buy, if you win over the kids' hearts, you win over their parents' hearts. Keep that in mind.

Saakshi: It's true. Agreed. I think I should put this idea in my project.

Matthew Miller: Absolutely. Please do. That's why I'm here.

Saakshi: Sure. So, how important is brand identity when designing the luxury hotel experience? And how can Dior integrate its aesthetic into hospitality?

Because like, I kind of know that we do take reference from the interiors of the store or how Dior it is. And by taking that motivation and idea, we move forward with hospitality design. But what would you say about it?

Matthew Miller: Sure. So, brand identity is crucial for success. Forbes audits, the luxury hotel audit criteria necessitate that hotels possess their own brand identity through things like stationery, bathroom products, and related items to obtain the actual Forbes luxury recognition. Integrating Dior into luxury hotel retail spaces could certainly be advantageous. While offering

specific bath products under a hotel's exclusive label may attract visits. These are mostly for external guests seeking these retail items and overnight guests interested in using these bath amenities during their stay. So, it can be very important to visit guests and guests who are staying overnight.

Saakshi: Yeah, that's something even I want to go with by having from bath products to even like skincare products of Dior in their rooms, which will give a more personalized and exclusive experience for the guest.

Matthew Miller: Absolutely.

Saakshi: And what factors influence high-end travelers when choosing a luxury hotel?

Matthew Miller: So, it is vital to recognize that luxury hotel travelers typically exhibit price insensitivity. This means that they are not very sensitive to rates. So, they're willing to spend a lot of money just to have a good time.

So, this indicates that financial considerations are often secondary when selecting a hotel. So consequently, I recommend that prioritizing an exceptional personalized experience complemented with many, many onsite amenities and activities is beneficial not only for the main traveler, but also for their companions, including their spouses, children. For instance, a complimentary kids' club can be an excellent addition for parents wishing to have a romantic dinner at one of the hotel's restaurant outlets.

Additionally, it is worth exploring how the rise of social media and influencers has influenced the luxury travel sector. So, there's still quite a bit of research on it. However, hotels, luxury hotels, do maintain

a very robust social media presence overall.

Saakshi: That's true. Coming to social media. How has the rise of social media and influencers impacted luxury hospitality?

Matthew Miller: So, most luxury hotels, as I mentioned, uphold a very robust, strong social media presence, frequently posting updates to engage with their audience through reactions, comments, and shares. However, the influence of social media influencers may be limited due to the niche market that many luxury hotels occupy. So, keep in mind that in the entire world, there are only 342. So, 342 Forbes-rated hotels. So, it may be challenging to capture the attention of a broader audience by discussing luxury hotels extensively. So, social media is certainly very positively impactful. Influencers probably not so much.

Saakshi: Got it. What roles does sustainability play in modern luxury, and how can Dior incorporate this if it's expanding into hotels as its brand strategy?

Matthew Miller: Sure. So, sustainability is a tremendous consideration for luxury hotels. For instance, implementing refillable water bottle stations and using paper cartons for water instead of plastic bottles to enhance eco-friendliness.

Additionally, promoting the use of smartphone keys rather than traditional plastic room keys contributes to environmental goals. In warmer climates, having in-room air conditioners automatically shut off when balcony doors are open helps save energy. Furthermore, incentivizing reduced water usage, such as offering additional loyalty points for guests who opt for housekeeping service.

These can effectively support sustainability initiatives. So, I gave some examples. So, I hope that Dior may be able to explore the integration of some of these practices in its actual factory operations.

I don't know about the Dior product so much in the hotels, but if they could learn from any of those sustainability practices that luxury hotels are using, I think that it could certainly go a very long way.

Saakshi: That's true. I agree. And I don't think so, Dior is very much into like leather goods.

It's it is trying to be sustainable in its way by more of providing with like clothes or let's say different textile texture designing. But I would prefer that the smart room key with like the smartphone. That is something interesting, which guests would appreciate.

And that is something also sustainable, which I felt. Moving on with with the refill of bottle refill. I don't

think so that most of the guests would prefer refilling the bottle, whereas most of the guests will be like, oh, it's fine. I'm getting a bottle. That's fine. I can trash it.

Even though if I have refill bottles, I don't need it. So, what would that think process be of like guests who are specifically staying in like luxury hotels? Would they consider about refilling or not?

Matthew Miller: So, sustainability is the very, very end thing right now. I disagree with you as far as what kind of trash is seen as a bad thing to guests. If you notice in luxury hotels, you'll never see a trash can anywhere, because employees are supposed to throw away your trash for you.

So having the refillable water bottles just contributes to the overall no trash ambience. So, I disagree with you there. It's a very hot topic amongst luxury hotel guests right now.

Saakshi: Yes. So, I have asked this question because I agree with the refilling thing, but they I have my professor who is strict with this sustainability topic, and he wants me to be sure about everything if I'm proceeding with sustainability initiative. So, I just want to make sure that I have all the data about the sustainability specifically so that I don't miss Absolutely, please know the more thorough the better.

Okay. So, regarding guest experience and personalization, what are the most critical factors in creating a premium immersive luxury experience?

Matthew Miller: So, again, status, quality, exclusivity, and personalization should be at the forefront of hotelier's mind. Consistently, all of these add to immersion.

Saakshi: Okay. Okay, finally, how can Dior's expertise in fashion, beauty, and wellness enhance the guest experience? Of course, I have planned a few of the offers for guests, which is like offering wellness for them whenever they need it.

Offering a small fashion pop-up store so that they can pop in and get whatever they want to purchase, they can purchase with easy access store. And then when they're returning to their home country or leaving the hotel for some reason, we can just offer them a small take-home kit, which would be appreciated and be like a personalized touch for their experience.

Matthew Miller: That would be awesome. Absolutely. Certainly, what I was thinking too was that incorporating the Dior skincare line into the hotel spa could be particularly advantageous.

So, by adding these products to, you can add them to the guest rooms, you can add them to the spa shop retail offerings, and you can try and incorporate them into existing treatments that the spa does.

The spa can enhance service quality and overall customer satisfaction using the Dior name.

Saakshi: Yes. So, by this, I have got all the answers. But I also wanted to ask, what would you think if Dior moved into hospitality? What would your opinion or thought be?

Matthew Miller: Of Dior moving into the luxury hotel?

Saakshi: Dior having its own luxury hotel with all the Dior products, pop-ups, wellness, and all the offerings of Dior, and giving them a very personalized, exclusive experience.

Matthew Miller: Absolutely. So, I think Dior has an extraordinarily excellent footprint in not only the United States, but the world. It's one of those things that is recognized everywhere.

So, like, for example, travelers, when you hear the names Ritz, Four Seasons, St. Regis, an immediate association with a glamorous luxury experience pops up. I think the Dior name has a very similar reputation in luxury. So, whenever someone hears Dior hotel, they can stop right at Dior.

They don't even have to say hotel, and it goes, Bing, Bing, Bing, luxury. So, I think it can sell itself, which is a fantastic item. And that's honestly the first step for Dior.

Just using its name, I think, would be fantastic.

Saakshi: Coming to that hotel point, I also had this question that, as many hotels just do not have much experience in the hospitality industry, they partner with different companies. Let's say Ritz has partnered with Marriott International to look after the hotel management and employment concerns, and how the hotel is being managed. So, would you consider that Dior should venture with Marriott International, or should it consider more of going with LVMH Hotel Management Company?

Matthew Miller: So, I would say certainly investigate both, to be honest with you. As we learned in my PowerPoint, it is both have positive advantages and negative advantages. So, I think that is a very, very personalized strategy that the executives for Dior are going to have to make themselves.

And answering that question is it will probably be going to take years, to be honest with you, for Dior to come to that conclusion on how it would be most profitable. And they would be having to get many advisors involved in this, just to look at mostly forecasting, and who might partner with them might increase positive financial performance in the future.

Saakshi: So, as far as my opinion goes, because LVMH Hotel Management is partnered with it is known as Charlotte. Yeah, I can quickly check the name. So, we do have a hotel that is partnered with

luxury LVMH for hotel management, and there is Okay, there you go. Yeah, Cheval Blanc. So, we do have Hotel Cheval Blanc partnered with LVMH and is being managed by the LVMH group.

And we also have Fendi, which is being managed by LVMH Hotel Management Group. So, I think if Dior considers going with that, that would be something luxury and being in its circle rather than moving out. Because, as far as I have heard, the review of Bulgari, which has partnered with Marriott International, I have seen that Bulgari can only offer products, and it's expensive, but there is no personalization in the hotel.

There is no exclusive experience for the guest. So, keeping that in mind, my thought was to go with the LVMH group. So, what would you say on my part?

Matthew Miller: I think you have that extraordinarily well thought out. And I would agree with you fully. I would still say it would take professionals and executives to continue to forecast and make that decision. But I think you are certainly on the right track, and I'd run with that.

Saakshi: Okay, thank you so much for your precious time, Professor.

Matthew Miller: Absolutely. And it was a pleasure to meet you. Thank you for all your engagement during my demo. So, I appreciate it very much.

Appendix B – A short talk with the Dior Boutique Associate

Associate A: Hi, how are you?

Saakshi: Hi, I am good, thank you!

Associate A: That's great to hear. Let me know if you need any help or if there's anything you'd like to see.

Saakshi: Yes, could I look at the mini bag that's displayed over there?

Associate A: Of course! Let me get that for you. (The associate carefully brings the mini bag to Saakshi.)

Saakshi: Thank you so much. I'm fascinated by Dior's elegance. I'm currently studying Luxury and Brand Management, and I'm doing my final project on Dior. I was wondering if I could ask you a few questions about working here?

Associate A: Oh, that's wonderful! Yes, feel free to ask.

Saakshi: I would love to know how the job application process works at Dior.

Associate A: Sure! The process starts by going to Dior's official Careers website. You can apply for the position that interests you there. If your application matches what they are looking for, you'll receive an approval email.

Saakshi: That's good to know. What happens after someone gets approved?

Associate A: Once approved, you'll go through a training program. It covers everything the history of the brand, detailed product knowledge, and the customer service standards that Dior expects. After you finish your training, you'll be ready to start working on the sales floor.

Saakshi: That sounds exciting! I was also curious, do you have any morning routines before the store opens?

Associate A: Yes, we do. Every morning before we open the doors, we have a team meeting. We go over the goals for the day, discuss any new product launches, VIP client appointments, and any other important updates. It helps us stay focused and work better as a team before welcoming our guests.

Saakshi: Wow, that sounds very organized and professional. Thank you for sharing all that with me!

(Pauses and admires the bag in her hand.)

Saakshi: I love this bag, it's beautiful! I think I might need a little more time to decide, but thank you so much for all your help and for taking the time to chat with me.

Associate A: Of course! Take your time, and please feel free to reach out if you have any more questions or if you'd like to see anything else. It was a pleasure speaking with you!

Appendix C– A short talk with the Dior Beauty Associate

Saakshi: Hi! Good afternoon. I was just admiring the setup, It looks beautiful. I'm curious. I'm a big fan of Dior, and I was wondering, how do you make sure the Dior experience stays so high-end, even inside a busy department store like Macy's?

Associate B: Good afternoon! Thank you so much. At Dior, we are trained to maintain the brand's luxury experience no matter where we are. We focus a lot on personal attention, polite language, and making sure every client feels special and valued.

Saakshi: That's wonderful to hear. I noticed you were very professional and gave clients time to explore. Is there a special training you go through when you join Dior?

Associate B: Yes, there is! All Dior Beauty team members go through special training when they are hired. It includes product knowledge, customer service expectations, and how to maintain Dior's brand image. Even though we are located inside Macy's, we always follow Dior's standards.

Saakshi: That makes sense. If someone wanted to work for Dior Beauty, what would the hiring process be like?

Associate B: Typically, applicants apply online through Dior's official career page. After reviewing the application, selected candidates are invited for an interview. If they are a good fit, they are offered training sessions before they officially start. Dior looks for individuals who can match the brand's high expectations for professionalism and client service.

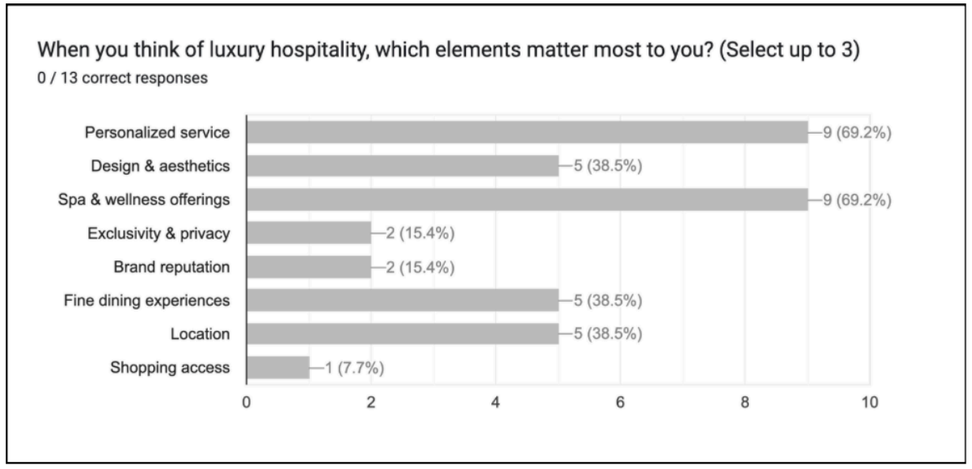
Saakshi: Thank you for explaining! One more question I noticed you were giving very personalized advice to another client. Is personalization something Dior especially focuses on?

Associate B: Absolutely! Personalization is key to the Dior experience. We never rush our clients. We take the time to understand their needs, allow them to try products, and recommend only what is best for them. It's all about making every client feel important and cared for.

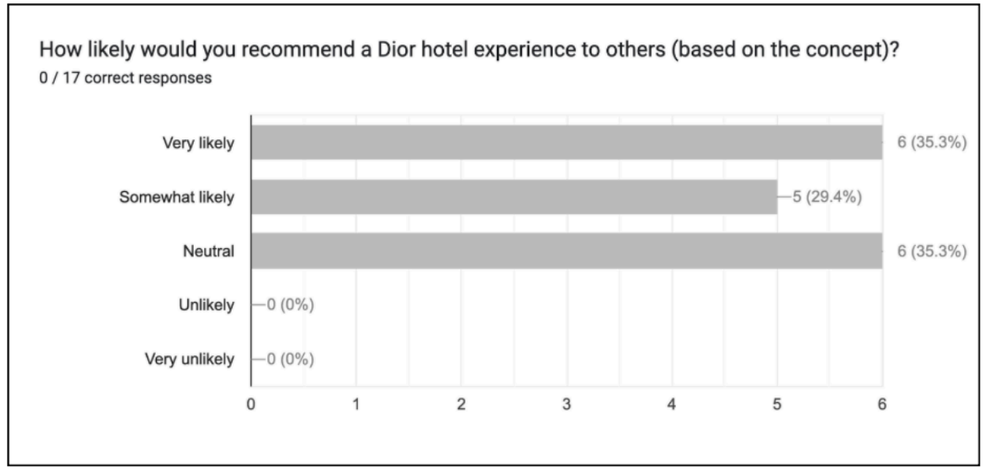
Saakshi: That's impressive. Thank you so much for your time! It's clear why Dior has such a strong reputation; even here at Macy's, the experience feels so special.

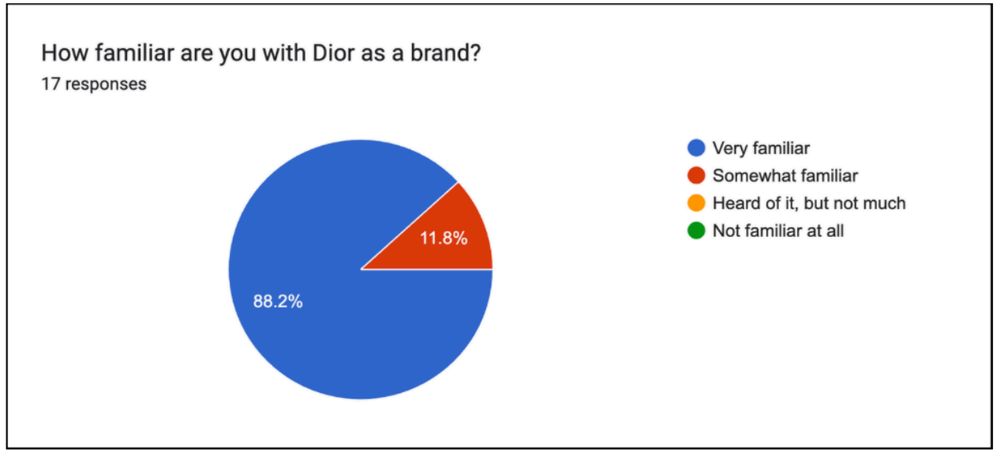
Associate B: You're very welcome! It was a pleasure speaking with you. Please feel free to explore, or let me know if you would like to try anything!

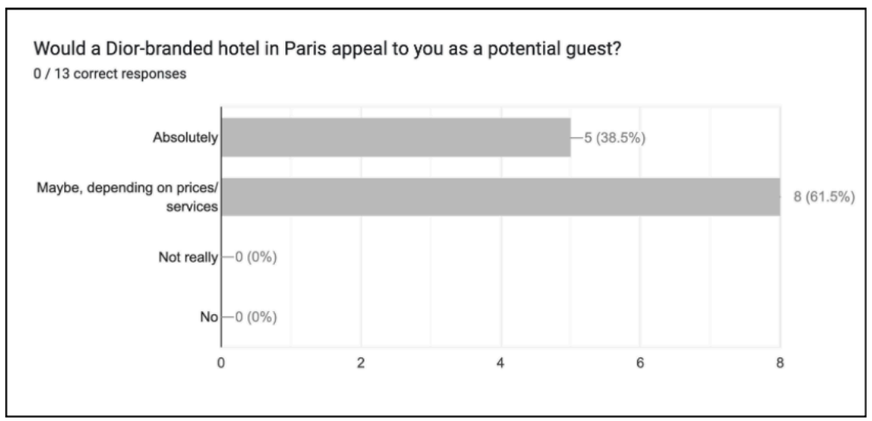
Survey

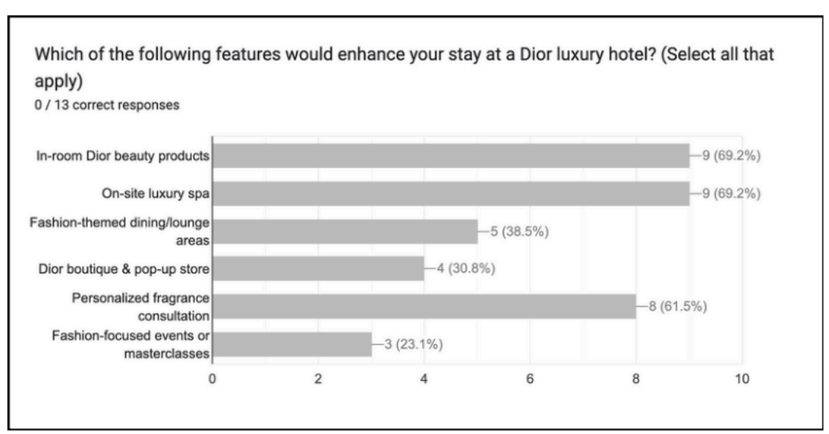

When you think of luxury hospitality, which elements matter most to you? (Select up to 3)
0 / 13 correct responses
Personalized service
9 (69.2%)
Design & aesthetics
5 (38.5%)
Spa & wellness offerings
9 (69.2%)
Exclusivity & privacy
2 (15.4%)
Brand reputation
2 (15.4%)
Fine dining experiences
5 (38.5%)
Location
5 (38.5%)
Shopping access
1 (7.7%)
0
2
4
6
8
10

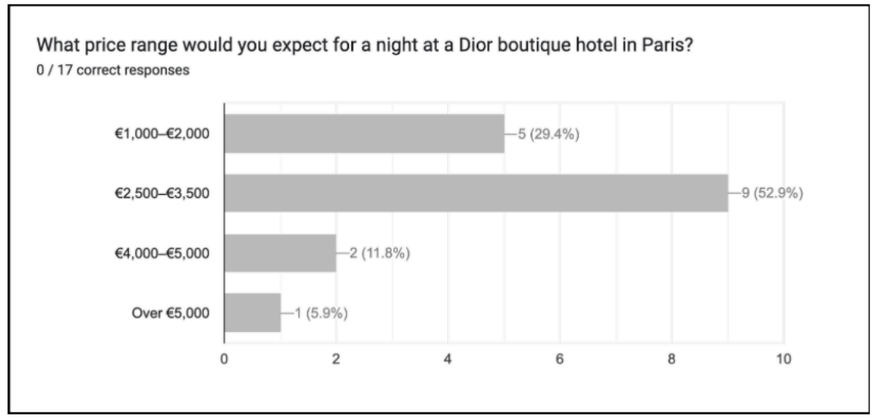

Have you ever stayed in a luxury hotel before?
0 / 17 correct responses
Yes
14 (82.4%)
No
3 (17.6%)
0
5
10
15

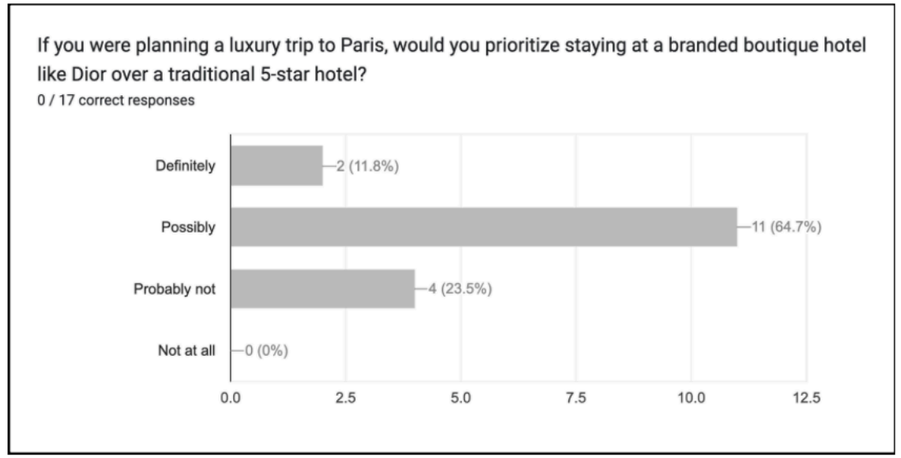

How likely would you recommend a Dior hotel experience to others (based on the concept)?
0 / 17 correct responses
Very likely
6 (35.3%)
Somewhat likely
5 (29.4%)
Neutral
6 (35.3%)
Unlikely
0 (0%)
Very unlikely
0 (0%)
0
1
2
3
4
5
6


How familiar are you with Dior as a brand?
17 responses
11.8%
88.2%
Very familiar
Somewhat familiar
Heard of it, but not much
Not familiar at all


Would a Dior-branded hotel in Paris appeal to you as a potential guest?
0 / 13 correct responses
Absolutely
5 (38.5%)
Maybe, depending on prices/ services
8 (61.5%)
Not really
0 (0%)
No
0 (0%)
0
2
4
6
8


Which of the following features would enhance your stay at a Dior luxury hotel? (Select all that apply)
0 / 13 correct responses
In-room Dior beauty products
9 (69.2%)
On-site luxury spa
9 (69.2%)
Fashion-themed dining/lounge areas
5 (38.5%)
Dior boutique & pop-up store
4 (30.8%)
Personalized fragrance consultation
8 (61.5%)
Fashion-focused events or masterclasses
3 (23.1%)
0
2
4
6
8
10


What price range would you expect for a night at a Dior boutique hotel in Paris?
0 / 17 correct responses
€1,000–€2,000
5 (29.4%)
€2,500–€3,500
9 (52.9%)
€4,000–€5,000
2 (11.8%)
Over €5,000
1 (5.9%)
0
2
4
6
8
10


If you were planning a luxury trip to Paris, would you prioritize staying at a branded boutique hotel like Dior over a traditional 5-star hotel?
0 / 17 correct responses
Definitely
2 (11.8%)
Possibly
11 (64.7%)
Probably not
4 (23.5%)
Not at all
0 (0%)
0.0
2.5
5.0
7.5
10.0
12.5