

Dior

{Fig. 1}

Preserving Heritage: How Dior can Strengthen Consumer Loyalty and Positioning Through Digital Strategies

By Kaitlyn Humphrys

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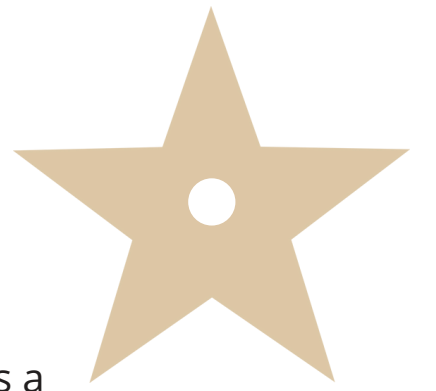
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BA (Hons) Fashion Marketing and
Consumer Behavior



{Fig. 2}

Acknowledgments



This final major project marks the closing chapter of my academic journey at London College of Fashion. Throughout this process, I have grown not only as a researcher and strategist but as someone deeply connected to the evolving relationship between heritage and innovation within the luxury fashion space.

I am sincerely grateful to my supervisor, Lucy Donnelly, for her consistent encouragement, thoughtful feedback, and for believing in the potential of this idea from the very beginning. Her guidance helped shape this project into something far greater than I ever imagined.

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To my family, especially my father, thank you for being my constant support system through every step of this journey. Your faith in me carried me forward during the moments I needed it most.

Finally, I want to acknowledge the wider UAL community for cultivating a space where creative thinking, academic integrity, and industry ambition can coexist. I am proud to carry this experience with me into the next chapter.

~ Plagiarism Statement ~

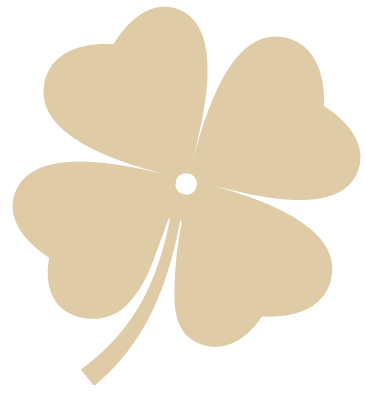
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Executive Summary

This marketing development plan investigates how Dior can reinforce consumer loyalty and elevate brand positioning through heritage-aligned digital strategies. The research prioritizes Dior's affluent Gen X audience, an often-overlooked demographic in digital innovation, despite their significant long-term value and consistent contribution to luxury market growth. The project aims to address misalignments in Dior's current digital strategy and offer solutions that are emotionally engaging, user-centric, and strategically grounded in the brand's legacy.

Through comprehensive primary and secondary research and the application of frameworks including SWOT, PESTLE, Porter's Five Forces, RACE, and Ansoff's Matrix, key issues were identified. These include disconnected digital storytelling, underutilised heritage assets, and an overemphasis on trend-driven innovation that alienates core consumers. Primary research with Gen X participants revealed a deep emotional connection to Dior's craftsmanship but highlighted critical gaps around digital confidence, personalised engagement, and the absence of guided experiences.

In response, the project proposes a strategic solution: Dior Mémoire: A Digital Tapestry, a curated virtual archive designed to immerse loyal consumers in Dior's history and identity. Key features include interactive timelines, behind-the-scenes access, and exclusive digital perks tailored to Dior's high-value clientele. Digital concierge support and tutorial-led experiences ensure accessibility and comfort for less digitally confident users, fostering brand trust and emotional connection over time.

These strategies are underpinned by SMART objectives such as increasing Gen X digital engagement by 15 percent, improving customer retention by 10 percent within 12 months, and generating 5,000 qualified leads during launch. A phased implementation plan and sensitivity-tested financial model ensure scalability and resilience, with a clear focus on long-term value creation.

By blending digital innovation with timeless elegance, this plan positions Dior to lead authentically in the evolving luxury market. Grounded in original research and industry insight, the strategy empowers Dior to deepen consumer relationships, preserve its identity, and thrive in an experience-led digital era.

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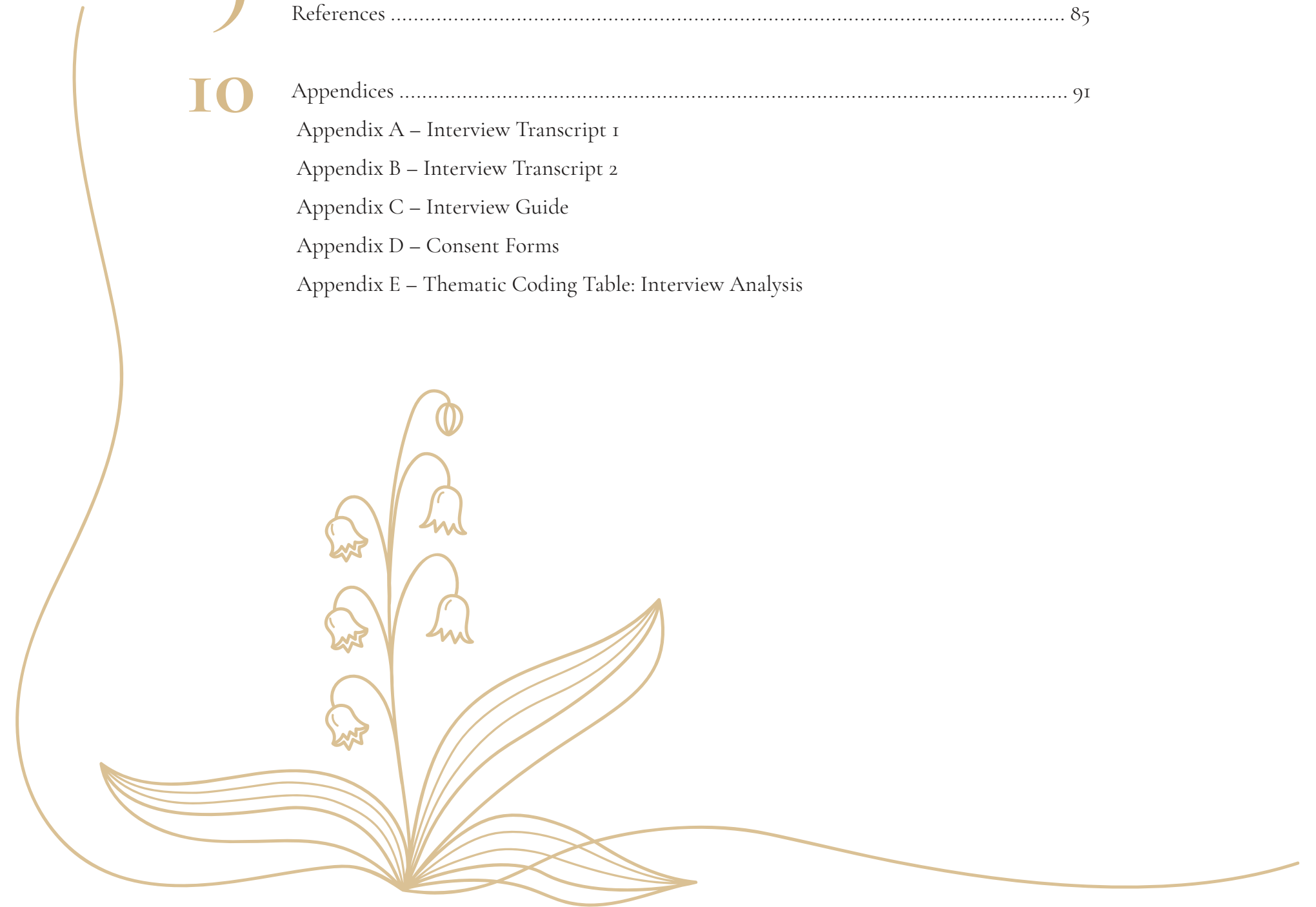
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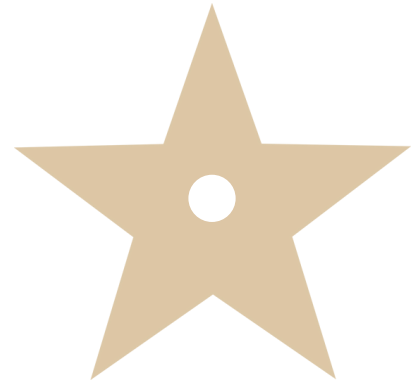


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Rationale

Section 1: Rationale for the Development Concept



{Fig. 3}



{Fig. 4}

Founded by Christian Dior in 1946, Dior is an iconic luxury fashion brand globally renowned for its rich heritage, sophisticated craftsmanship, and commitment to exclusivity (Okonkwo, 2007). This marketing development plan aims to strategically enhance Dior's consumer loyalty and strengthen its market positioning by introducing digital strategies that carefully align with the brand's prestigious heritage. Recent consumer shifts accelerated by the post-pandemic environment have made digital integration essential for luxury fashion brands, driven by heightened expectations for authenticity and digital convenience (McKinsey, 2024). Understanding and capitalizing on these evolving consumer demands particularly authenticity, and seamless digital experiences will enable Dior to reinforce its competitive advantage and sustain loyalty among its core consumer segments amidst the rapidly changing digital landscape (DeAcetis, 2020; McDowell, 2023).

I.2

The fashion industry has undergone immense transformation, accelerated by digital advancements and shifting consumer expectations post-pandemic. Luxury fashion, traditionally characterized by exclusivity and heritage, now faces increasing pressure to integrate digital strategies that meet evolving consumer expectations without diluting brand authenticity (Kapferer and Bastien, 2012; McKinsey, 2024). Today's luxury consumers expect seamless digital convenience alongside genuine brand narratives emphasizing craftsmanship and sustainability (Intel, 2023). Brands that have successfully navigated this digital shift, such as Chanel and Hermès, strategically embed their heritage into digital storytelling, reinforcing authenticity and consumer trust (Girod, 2022; Vogue Business, 2024). Dior has faced challenges in this area, its experimentation with NFTs, while innovative, risked alienating loyal consumers who perceived these initiatives as too complex and misaligned with the brand's timeless heritage (McDowell, 2023). Therefore, carefully aligning digital innovations to preserve Dior's prestigious heritage while enhancing consumer loyalty among its established audience remains crucial in the evolving landscape.



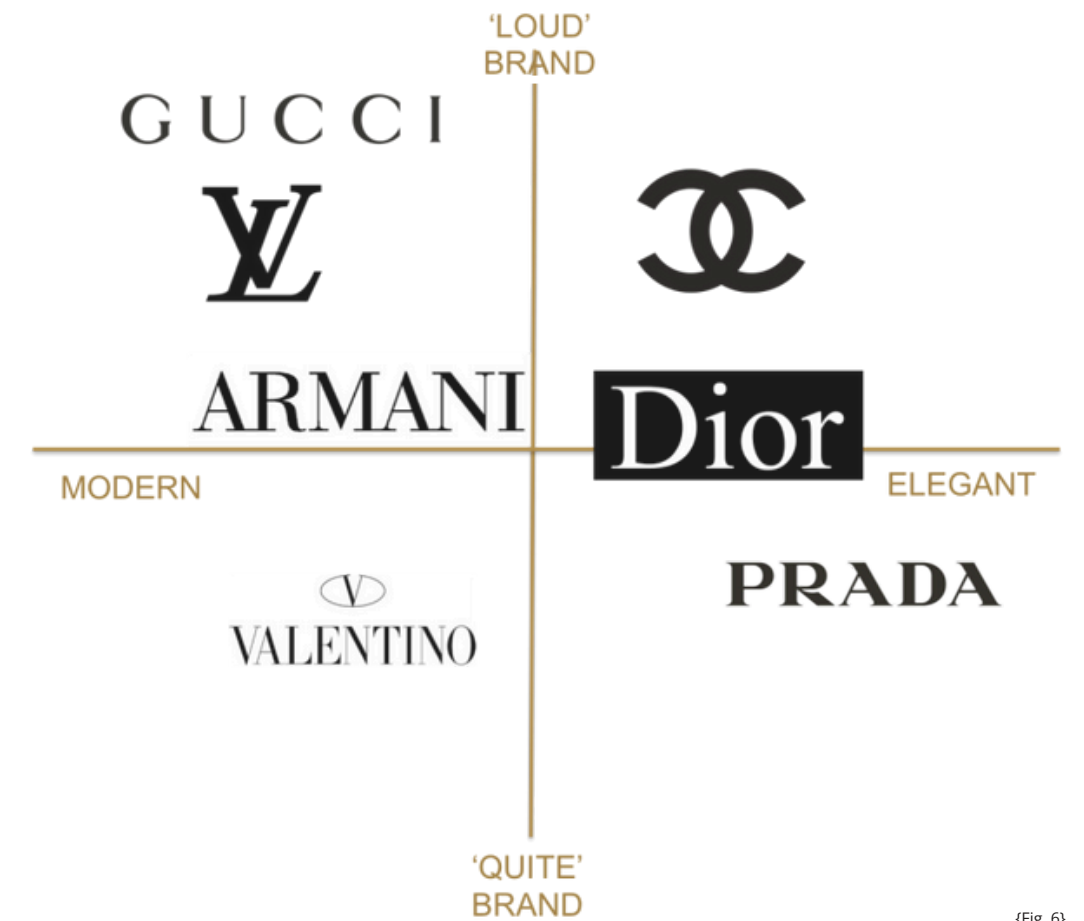
(Fig. 5)

I.3

Dior holds a prestigious position within the luxury fashion industry, renowned for its iconic heritage, French elegance, impeccable craftsmanship, and carefully maintained exclusivity (Kapferer & Bastien, 2012; Okonkwo, 2007). Its core market segment predominantly includes affluent Gen X consumers who deeply value tradition, authenticity and artisanal quality (Intel, 2023). Despite Dior’s global success, recent initiatives indicate a clear misalignment between its traditional brand identity and current digital strategies, notably highlighted through the mixed consumer responses to new digital products such as the B33 NFT sneakers (Intel, 2023). Such initiatives risk alienating Dior’s loyal consumers, who perceive these innovations as inconsistent with the brand’s iconic heritage (Croft, 2024; Vogue Business, 2024).

Additionally, Dior faces increasing competition within the luxury industry, intensified by digital-first luxury brands who seamlessly blend technology and tradition, successfully resonating with core consumers (Girod, 2022).

Consequently, it is crucial for Dior to address the current digital engagement gap by carefully realigning its digital strategies. Strategically aligned digital experiences, like immersive storytelling or virtual archives, could authentically celebrate Dior’s storied heritage while enhancing meaningful engagement with its core audience, thereby reinforcing consumer loyalty and maintaining its prestigious market position (DeAcetis, 2020; McKinsey & Company, 2024).



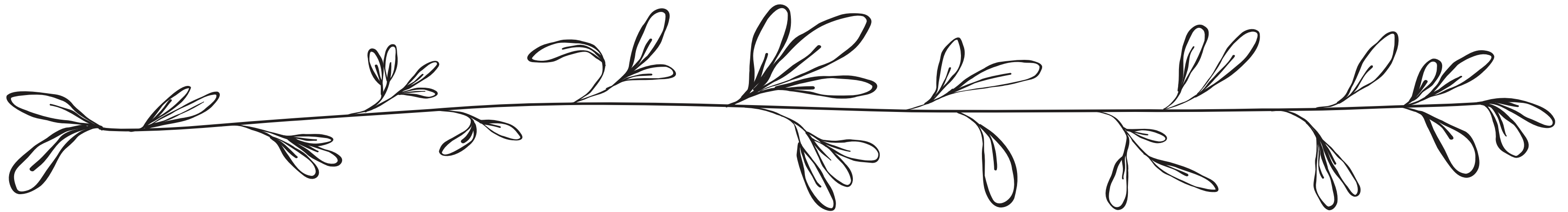
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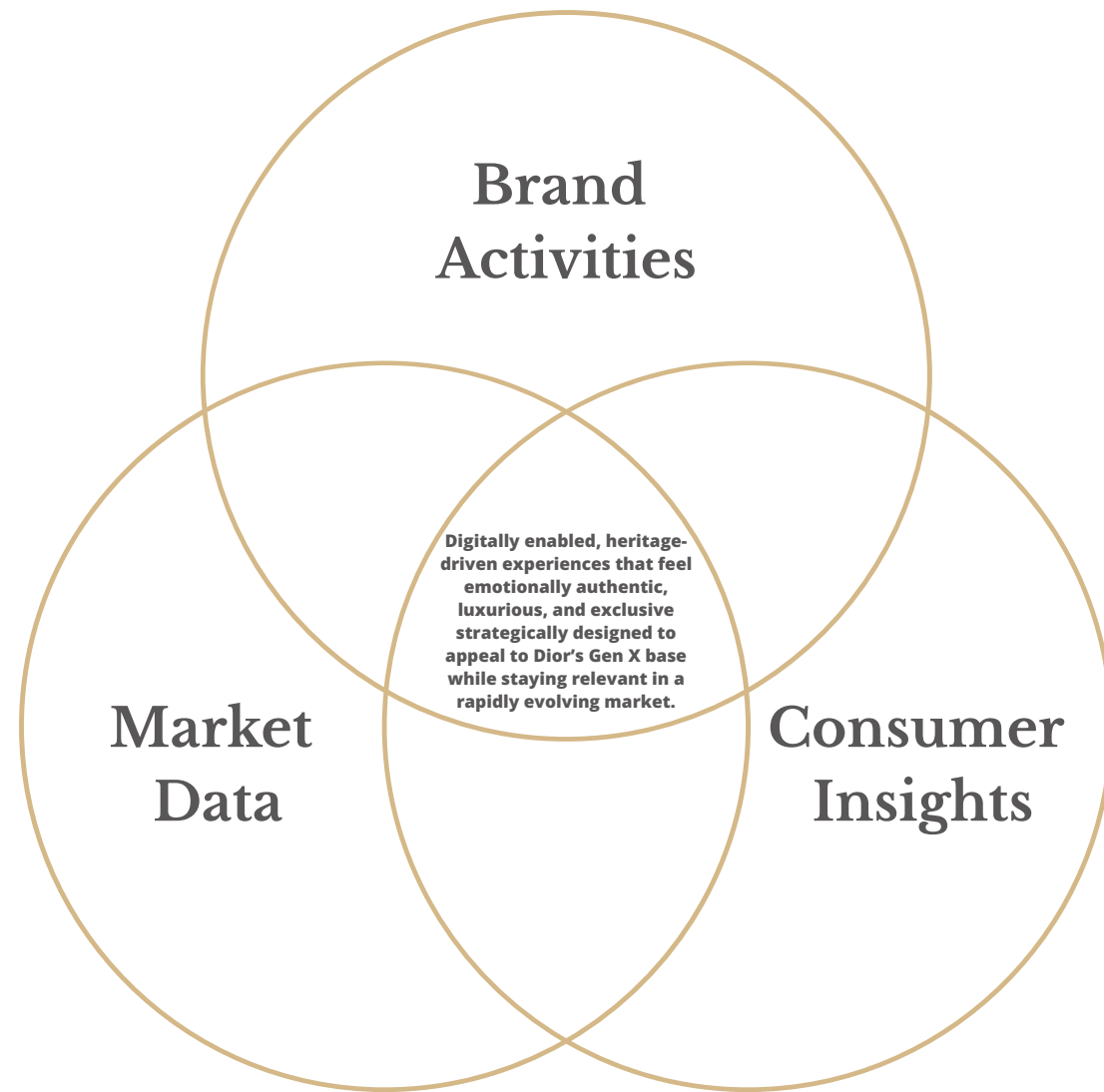
I.4

Dior's primary target market comprises of affluent Gen X consumers who possess substantial purchasing power and remain deeply connected to traditional luxury values such as exclusivity, authenticity, and craftsmanship. This consumer segment expects luxury brands like Dior to consistently deliver heritage narratives and personalized experiences, seamlessly integrating digital convenience without comprising the brand's storied legacy (Kapferer & Bastien, 2012).

However, although Gen X accounts for most of the brands spending power they are not Dior's only market. Dior's secondary target market includes Gen Z consumers who although currently aspirational and entry level buyers with comparatively lower spending power, are pivotal for the brand's long-term growth strategy. Gen Z consumers demonstrate a rising interest in luxury fashion driven by digital-first engagement, social media influence, and values of sustainability and authenticity (Deloitte, 2023; Bain & Company, 2025).

Understanding these different yet interconnected consumer segments is critical. Strategically tailored digital strategies carefully preserving Dior's heritage and emphasizing exclusivity can enhance loyalty among established consumers while still appealing to the aspirational Gen Z segment, thus securing sustained brand relevance and growth in the rapidly evolving luxury landscape (McKinsey & Company, 2024; Vogue Business, 2024).





The strategic Sweet Spot represents a critical intersection between market data, consumer insights, and Dior's existing brand activities. At the intersection, the brand can authentically address evolving market conditions and consumer expectations while preserving its heritage, exclusivity, and core identity. Current market data emphasizes consumer preferences for digital convenience, sustainability, and authenticity, particularly around affluent Gen X consumers, who make up Dior's primary spending power and expect seamless integration of digital innovations with brand authenticity (McKinsey & Company, 2024; Mintel, 2023).

Simultaneously, Dior's heritage driven activities that emphasize French elegance, exclusivity, and expectational craftsmanship highlight the brand's historical strengths (Kapferer & Bastien, 2012; Okonkwo, 2007). However, recent initiatives including NFT products and VR campaigns received criticism from core consumers as being misaligned, risking brand dilution and diminished consumer loyalty (McDowell, 2023; Croft, 2024).

By precisely identifying and leveraging the Sweet Spot, Dior can strategically incorporate digital innovations consistent with its legacy, such as immersive heritage storytelling, virtual archives, and exclusive online interactions, which resonate with consumer expectations around authenticity and sustainability (Vogue Business, 2024; Boston Consulting Group, 2023). Operating within this intersection enables Dior to sustain deep emotional connections with existing consumers, attract younger aspirational demographics, and reinforce consumer loyalty thus fortifying its prestigious positioning in an increasingly competitive luxury landscape (DeAcetis, 2020; Deloitte, 2023).

I.6

Overall Aim:

To strengthen Dior's consumer loyalty among affluent Gen X through the implementation of a digitally innovative, heritage focused activities that educate, engage, and preserve brand identity.

SMART Objectives:

1. Increase digital engagement among Gen X by 15% within six months of archive launch, measured through average session duration, return visit rates, interactions with archival content and supporting campaign assets.
2. Improve Gen X customer retention by 10% by Q4 2025, driven by sustained platform use and gradual integration of exclusive features, including the Vault Room rollout during phase two.
3. Generate at least 5,000 qualified leads through email sign-ups and user opt-ins within the first three months of the archive, supported by targeted digital campaigns tailored to Gen X's values of clarity, storytelling, and exclusivity.

Value Proposition:

To deliver a refined, intuitive digital experience that offers exclusive access to Dior's legacy while making innovation feel accessible and meaningful building loyalty through education, emotion, and enduring elegance.



I.7

To authentically align digital strategies with Dior's heritage and exclusivity, initiatives should directly reflect the brand's craftsmanship and legacy, therefore strengthening core consumer loyalty. Implementing initiatives such as a digital archive, inspired by Dior's existing physical exhibition, La Galerie Dior, could enable affluent Gen X consumers to engage interactively with historical collections, craftsmanship narratives, and curated behind the scenes content (Dior, 2025; Guilbault, 2024).

Additionally, immersive digital storytelling such as augmented reality experiences illustrating the detailed artisanal processes behind iconic products like the Lady Dior bag would reinforce perceptions of exclusivity and authenticity (Boston Consulting Group, 2023). Virtual showrooms, exemplified by Dior's prior collaborations with platforms like Obsess, could offer private digital shopping experiences closely mirroring exclusive boutique appointments, effectively blending digital convenience with personalized luxury (Flora, 2020). Collectively, these digital strategies not only uphold Dior's heritage driven identity but significantly deepen consumer engagement, ultimately preserving brand authenticity and enhancing long term loyalty (Kapferer & Bastien, 2012; McKinsey & Company, 2024).



{Fig. 8}

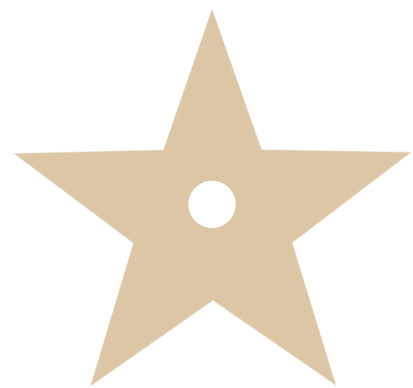


{Fig. 9}



{Fig. 10}

This marketing development plan addresses Dior's market challenges by aligning heritage led digital innovation with Gen X consumer expectations. In response to recent misalignments, such as the response to the B33 NFT release (McDowell, 2023), it proposes a more emotionally significant and educational digital approach, focused on storytelling, exclusivity, and clear user experience (Guilbault, 2024). These strategies directly support the aim to enhance loyalty and improve engagement among Dior's core demographics. The SMART objectives targeting increased engagement, customer retention, and qualified lead generation offer structured, measurable outcomes. The plan centers on refining Dior's digital presence through carefully curated experiences, paving the way for meaningful long-term connection. By incorporating exclusivity, heritage, and clarity into each digital touchpoint, the proposal achieves the defined value proposition. Ultimately, it offers a balanced path forward protecting Dior's legacy while ensuring it remains digitally relevant and competitive.



Internal Analysis

Section 2: Defining Dior's Strategic Foundations



{Fig. 7}

2.1

This section delves into the internal environment of Dior, a crucial element in shaping its comprehensive marketing strategy. By evaluating internal dynamics, this analysis aims to uncover how fundamental brand elements and operational practices influence Dior's market positioning and consumer engagement. Utilizing the Brand Identity Prism, this investigation will explore Dior's brand essence from multiple facets including heritage, communication, and core values. Additionally, a SWOT analysis will provide a structured analysis of Dior's strengths, weaknesses, opportunities, and challenges, offering a clear perspective on internal factors that affect its competitive stance and ability to innovate in the luxury market. These methodologies will collectively help in aligning Dior's strategic initiatives with its longstanding heritage in enhancing loyalty among its core consumer base.



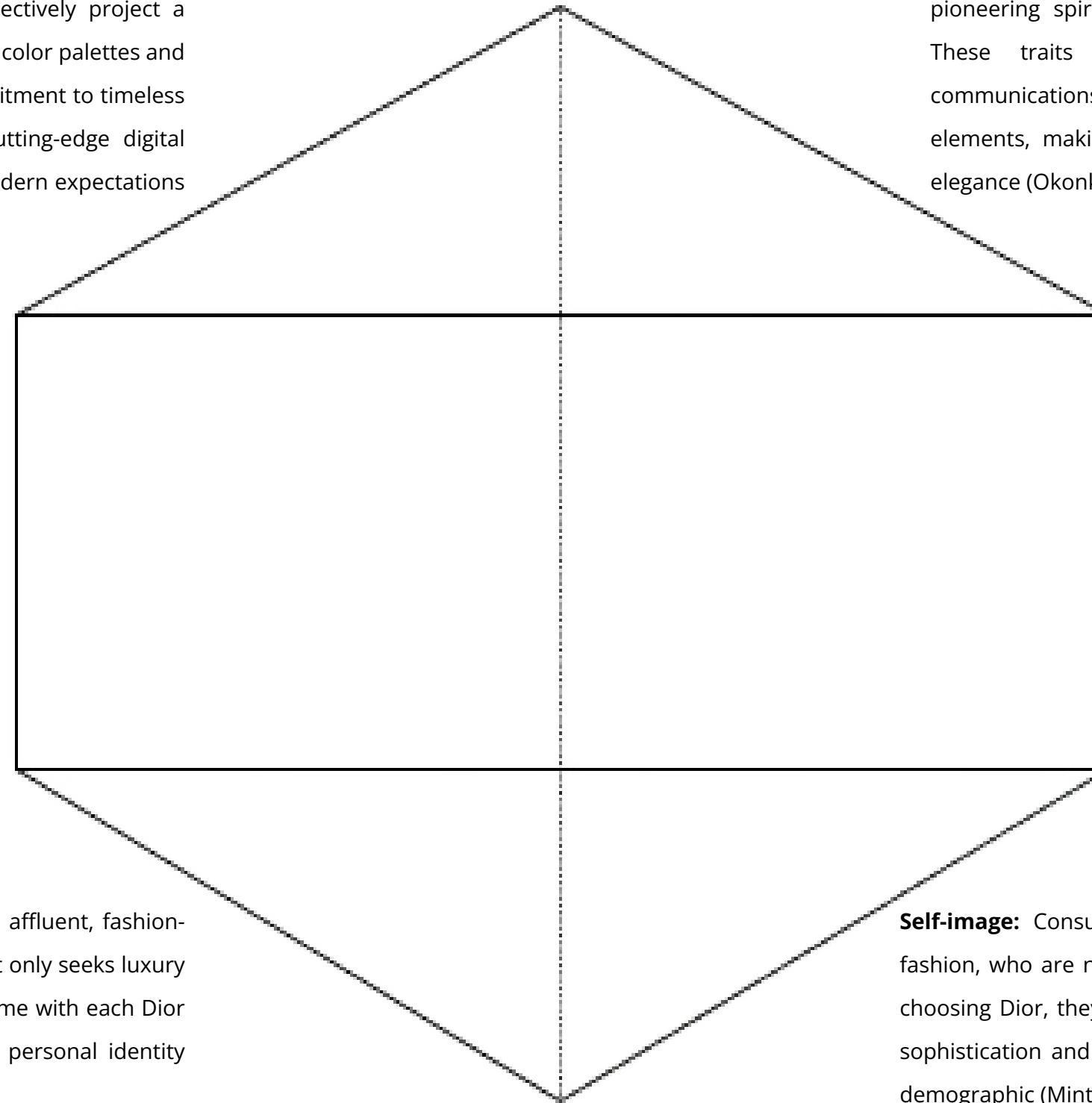
{Fig. 11}

2.2

Physique: Dior's visual identity is marked by its iconic logo, haute couture designs, and distinctive boutique architecture, which collectively project a deep sense of luxury and sophistication. The use of timeless color palettes and elegant typography in its branding emphasizes Dior's commitment to timeless fashion, while innovative runway shows streamed via cutting-edge digital platforms ensure the brand's traditional elegance meets modern expectations (Kapferer & Bastien, 2012).

Relationship: Dior fosters strong relationships with its customers through VIP client services, exclusive event invitations, and personalized shopping experiences. These efforts are enhanced by digital technologies such as AR and AI, which personalize interactions and make luxury more accessible while maintaining its exclusivity (DeAcetis, 2020).

Reflection: The typical Dior customer reflected in its branding is affluent, fashion-conscious, and appreciative of arts and culture. This consumer not only seeks luxury goods but also values the heritage and artistic expression that come with each Dior piece, seeing their purchases as investments in both style and personal identity (McKinsey, 2024).



Personality: Dior's brand personality radiates grace, sophistication, and a pioneering spirit, characteristics deeply embedded in its French heritage. These traits are conveyed through carefully curated marketing communications that blend historical narratives with contemporary cultural elements, making Dior not just a brand but a symbol of fashion-forward elegance (Okonkwo, 2007).

Culture: The organizational culture at Dior is characterized by a dedication to craftsmanship and an unyielding pursuit of excellence. This culture is not only reflected in the meticulous creation of products but also in the employee attitude and customer service that emphasize exceptional quality and personal customer relationships, aligning with luxury consumers' expectations for exclusivity and personalized attention (Croft, 2024).

Self-image: Consumers of Dior often see themselves as connoisseurs of high fashion, who are not only purchasing a product but becoming part of a legacy. By choosing Dior, they align themselves with a brand that reflects their own ideals of sophistication and status, reinforcing their self-image as part of an exclusive elite demographic (Mintel, 2023).

By maintaining this multifaceted brand identity, Dior effectively aligns its internal capabilities and market positioning with the evolving expectations of its consumer base, thereby preserving its heritage and enhancing consumer loyalty.

2.3

Strengths: Dior's longstanding heritage in the luxury fashion industry sets a solid foundation of exclusivity and unparalleled craftsmanship. These attributed not only distinguish Dior from competitors but also enhance its commitment to craftsmanship evident in its meticulous brand equity and consumer perception as a top-tier luxury brand. Dior's commitment to craftsmanship is unmistakable in its meticulous attention to detail and use of high-quality materials, which appeal to consumers seeking exceptional luxury products (Kapferer & Bastien, 2012).

Opportunities: Embracing advanced digital marketing technologies such as AI-driven personalization, AR fitting rooms, and enhanced online customer service can bridge the gap between traditional luxury and modern convenience sought by Gen X. Additionally, focusing on sustainability initiatives could cater to the growing environmental awareness among all demographics, aligning with contemporary global values (DeAcetis, 2020).

Weaknesses: Dior's digital strategies, while forward-looking, tend to focus heavily on engaging Gen Z, a demographic that despite showing interest in luxury lack the purchasing power to significantly impact sales. This focus has led to the utilization of digital tools and campaigns, such as NFTs and virtual reality, that do not accurately resonate with Gen X. Gen X, being Dior's primary consumer base, values traditional luxury shopping experiences and may feel alienated by campaigns which cater more to digital natives' preferences. This misalignment poses a challenge in fully leveraging digital integration to enhance customer experiences and loyalty among its most valuable customers (McKinsey, 2024).

Threats: Economic fluctuations pose significant risks to luxury spending. The competitive landscape is also intensifying with the emergence of digital-first luxury brands and high-end lines from fast-fashion companies, which might offer similar allure at more accessible price points. Not adapting digital strategies to more effectively engage and resonate with Gen X could risk Dior's ability to retain its market position and relevance, especially as competition evolves (Flora, 2020)

Impact on Marketing Strategies ~

Dior's impressive brand strengths provide a solid foundation for marketing strategies, enabling it to leverage its legacy and craftsmanship to sustain customer loyalty. However, addressing the digital disconnection with Gen X and realigning its digital marketing to better meet their preferences are crucial for tapping into this demographic's substantial purchasing power. Strategic adjustments in digital utilization can help Dior meet modern expectations without sacrificing the brand's luxurious essence.

2.4



Opportunities: The digital transformation within the luxury sector presents substantial opportunities for Dior to enhance its consumer experience. Leveraging emerging technologies such as augmented reality (AR) for virtual try-ons and personalized shopping journeys, or artificial intelligence (AI) for predictive analytics in fashion trends, can significantly elevate the customer experience. Implementing blockchain technology for traceability can also enhance brand transparency and trust, particularly among sustainability conscious consumers (DeAcetis, 2020). These innovations offer Dior avenues to blend its rich heritage with modern technology, thus attracting a broader audience while maintaining the loyalty of existing customers.

Challenges: Dior faces significant challenges from global economic uncertainties that impact consumer spending patterns, particularly in key luxury markets such as Europe and Asia. Additionally, the rise of digital-first luxury brands, which are skilled at quickly adapting to and integrating new technologies, poses a competitive threat to traditional brands like Dior. These brands often capture the younger demographic more efficiently through innovative digital marketing strategies and e-commerce capabilities (McKinsey & Company, 2024).

Strategic Directions: To navigate these challenges and capitalize on emerging opportunities, Dior could pursue a balanced digital enhancement strategy that respects its heritage while innovating consumer interactions. Prioritizing digital customer experiences that align with its brand values of luxury and craftsmanship could differentiate Dior from competitors. Moreover, by adopting a proactive approach to economic fluctuations such as flexible pricing strategies and enhanced online retail offerings Dior can maintain its market position and appeal across diverse consumer bases.



2.5



{Fig. 12}

Dior's marketing strategy aims to combine traditional luxury with modern approaches, aiming to uphold its esteemed brand identity and market positioning. Traditional strategies, such as high-profile runway shows and celebrity endorsements, effectively reinforce Dior's image of exclusivity and high fashion heritage. These are complemented by contemporary digital strategies, which engages with a broader audience through sophisticated online campaigns and partnerships with high-end fashion influencers on platforms like Instagram and YouTube, enhancing visibility and contemporary relevance (Kapferer & Bastien, 2012; McKinsey, 2024).

Despite these strengths, Dior's digital endeavours sometimes miss the mark in deeply engaging its primary demographic affluent Gen X who seek more than just digital visibility. They expect seamless integration of digital convenience with the traditional luxury shopping experience. For instance, while Dior's augmented reality filters on social media platforms appeal to younger audiences, they may not offer the depth or personalized luxury experience older, more traditional consumers expect. This indicates a potential area for refinement, ensuring that digital tools not only attract but also deeply engage and reflect the brand's core values of craftsmanship and exclusivity.

2.6

Dior's internal market segment primarily consists of affluent Gen X consumers aged 44 to 60 years old, typically high-income professionals who deeply value luxury, craftsmanship, and brand authenticity (LVMH, 2024). This demographic closely aligns with Dior's heritage-driven ethos, seeking products that symbolize exclusivity, meticulous detailing, and timeless elegance.

Dior's competitive advantage distinctly lies in its prestigious heritage, unmatched craftsmanship, and consistent dedication to exclusivity. These core strengths position Dior uniquely within the luxury fashion market, fostering strong emotional connections and brand loyalty among consumers who associate Dior with tradition and refinement (LVMH, 2024). Furthermore, strategically curated digital initiatives, such as personalized online client services and immersive storytelling, offer opportunities for Dior to reinforce these values digitally, enhancing consumer loyalty without compromising the brand's esteemed identity.

By effectively leveraging these strengths, Dior maintains its distinctive market position, preserving its heritage while responding strategically to evolving consumer expectations and digital trends.



{Fig. 13}

2.7

Dior's core offerings encompass haute couture, ready-to-wear collections, leather goods, beauty, and fragrances, each essential to reinforce its luxury market position. The haute couture collections symbolize Dior's unparalleled heritage and artisanal craftsmanship, appealing directly to affluent consumers who value exclusivity and sophisticated design (Kapferer & Bastien, 2012; Chevalier & Mazzalovo, 2020). Iconic products such as the Lady Dior handbag and Miss Dior fragrance embody timeless elegance and authenticity, creating strong emotional connections and consumer loyalty (Dior, 2024).

Digitally, Dior strategically integrates technology with its product experiences. Recent innovations include AI-powered personalized skincare diagnostics and fragrance recommendations via digital platforms, aligning well with consumer expectations for customized luxury experiences (Sahota, 2024; Deloitte, 2023).

Additionally, Dior's digital storytelling campaigns such as collaborations with popular artists showcased through immersive video content on social media effectively celebrate the brand's legacy while resonating authentically with its target market (Raymond, 2016).



{Fig. 15}



{Fig. 14}

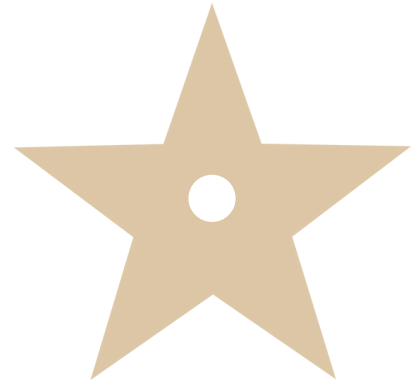


{Fig. 16}



(Fig. 17)

This internal analysis highlights Dior's core strengths its heritage, exclusivity, and craftsmanship underpinning its distinct market positioning and appeal to affluent Gen X consumers. However, gaps in digital strategy alignment, particularly initiatives overly targeted at younger consumers lacking significant purchasing power, pose potential risks to consumer loyalty. To address these challenges, Dior can strategically integrate advanced digital experiences like AI personalization, immersive storytelling, and digital archives that authentically reflect the brand's rich legacy. Leveraging these insights will ensure Dior effectively strengthens relationships with its core audience, preserving heritage and driving long-term market success.



External Analysis

Section 3: Interpreting Dior's External Market Landscape



{Fig. 18}

3.1

This external analysis evaluates critical environmental factors influencing Dior's ability to effectively preserve its heritage and sustain consumer loyalty within the luxury fashion industry. Understanding external market dynamics is essential for identifying how digital strategies can be strategically implemented to align with consumer expectations and competitive pressures. A comprehensive PESTLE analysis will provide insights into political, economic, social, technological, legal, and environmental conditions directly affecting Dior. Additionally, Market Trend Analysis will explore current and future demand drivers, while Porter's Five Forces will assess competitive intensity and industry rivalry. Together, these methodologies offer a structured framework to guide Dior's strategic digital initiatives, ensuring alignment with its prestigious heritage and the evolving expectations of its core consumers.



{Fig. 19}

PESTLE



Political: Dior's digital strategies are influenced significantly by global trade policies, tariffs on luxury imports, and geopolitical tensions impacting key markets such as China, the US, and Europe. Recent political uncertainties and shifting trade agreements, notably between Europe and Asia, affect Dior's pricing strategies and digital market entry (Deloitte, 2023; Bain & Company, 2023).

Economic: Economic fluctuations, including inflation and shifts in consumer security, directly impact luxury spending habits, especially among Dior's affluent Gen X consumers (Boston Consulting Group, 2023). High inflation rates reduce discretionary spending, prompting Dior to strategically leverage digital platforms for more targeted consumer engagement, emphasizing heritage and product authenticity to sustain consumer loyalty during uncertain economic times (Roberts, 2023).

Social: Increased consumer demand for authenticity, transparency, and personalized luxury experiences significantly shapes Dior's digital strategies (Intel, 2024). Changing perceptions of luxury among Gen X now prioritize meaningful brand narratives and authentic interactions. Dior must, therefore, align digital communications such as social media storytelling campaigns highlighting craftsmanship to these evolving expectations, thereby maintaining consumer trust and engagement (Atwal & Williams, 2017).



PESTLE



Technological: Rapid technological advancements offer Dior strategic opportunities through AI-driven personalization, blockchain for verifying product authenticity, and immersive AR/VR experiences enhancing consumer interactions online (Sahota, 2024). For Dior to maintain core consumers, technology integrations must consistently reflect and reinforce its heritage and exclusivity due to its previous misalignments with traditional values (McDowell, 2023)

Legal: Digital data privacy regulations like GDPR and strengthened online consumer protection laws in key markets demand Dior's strict compliance, affecting its digital marketing tactics and data management (Information Commissioner's Office, 2018). Ensuring rigorous adherence to regulations preserves consumer trust, particularly crucial for luxury brands reliant on exclusivity and reputation.

Environmental: Rising consumer eco-consciousness influences Dior's transparency in ethical sourcing and sustainability practices, driving the adoption of digital traceability tools to clearly communicate sustainable practices to consumers (Chevalier & Mazzalovo, 2020). Digital strategies highlighting Dior's commitment to environmental responsibility therefore enhance brand equity and strengthen long-term consumer loyalty.





[Fig. 21]

The global luxury fashion market remains resilient, projected to reach approximately \$150 billion in revenue by 2025, with an annual growth rate of 3.09% between 2025 and 2029 (Statista, 2025a). Digital luxury sales represent a crucial growth driver, with online luxury fashion expected to exceed \$20 billion in revenue by 2024, highlighting the increasing consumer preference for seamless digital experiences (Statista, 2024). Emerging markets, notably in Asia, offer substantial growth opportunities due to rising affluence and luxury consumption for example, India's luxury imports have significantly increased, demonstrating strong demand potential (Youde, 2024). Despite recent economic fluctuations temporarily slowing market growth, consumer interest in digital luxury channels continues expanding, emphasizing Dior's strategic need to prioritize innovative digital initiatives such as AI-driven personalization and immersive experiences, effectively preserving its heritage and strengthening consumer loyalty within this evolving digital luxury landscape (Deloitte, 2023).

3.4

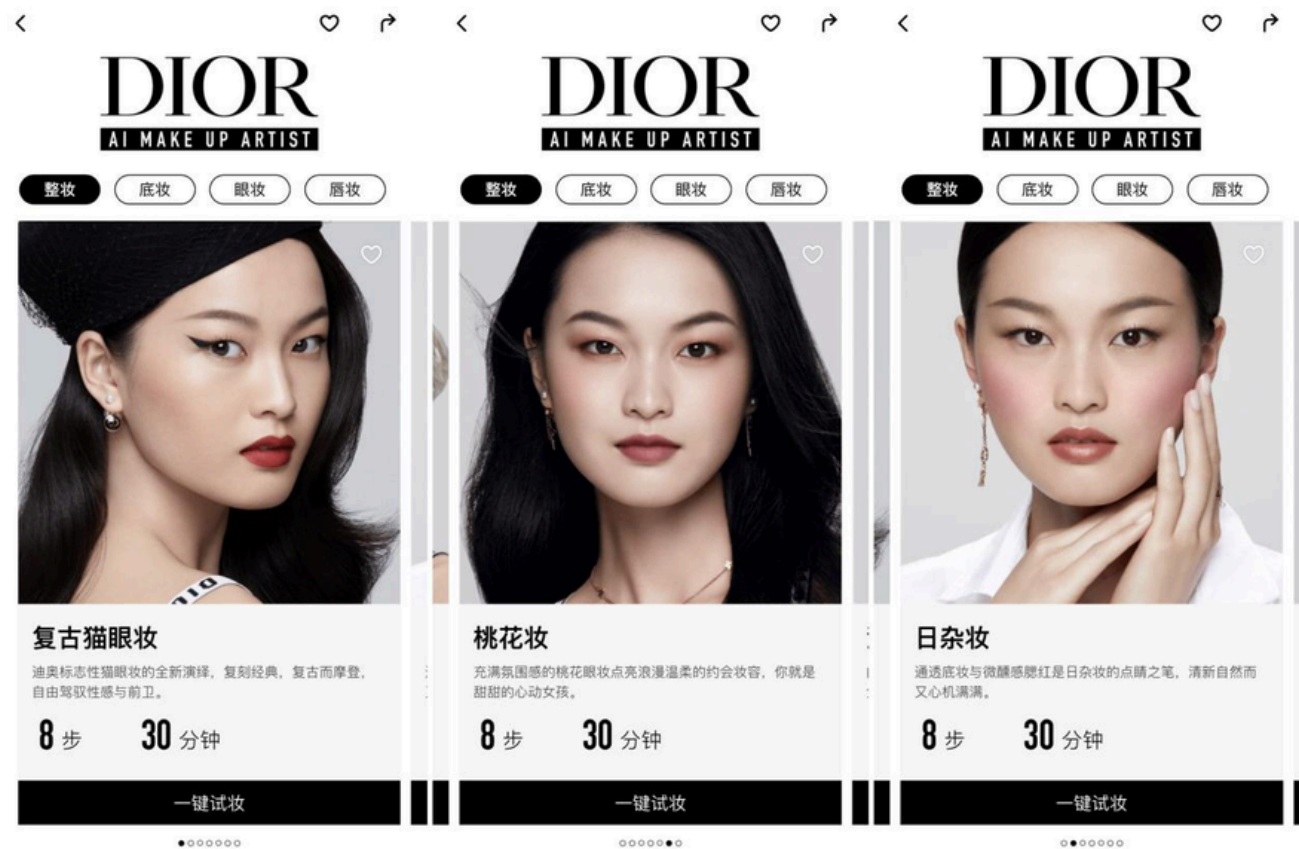
Critical drivers shaping luxury market demand include sustainability, personalized digital experiences, exclusivity, and digital-first consumer preferences. Sustainability significantly influences purchasing, with 74% of luxury consumers actively seeking brands committed to transparent and ethical practices (Mintel, 2024). Dior strategically responds with digital product passports, enhancing transparency around craftsmanship and sustainable sourcing, aligning closely with affluent consumers' expectations and reinforcing brand authenticity (Chevalier & Mazzalovo, 2020). Personalized digital experiences, such as Dior's innovative 'Astra' AI system showcased at VivaTech 2024, to enable highly tailored customer interactions, fostering deeper consumer loyalty (Vogue Business, 2025). Exclusivity remains crucial, Dior continues to offer personalized, digitally enabled product customization services to cater to high value consumer expectations. By effectively leveraging these key demand drivers through targeted digital innovations, Dior preserves its heritage while proactively strengthening its relationships with core luxury consumers, securing its prestigious market position.



(Fig. 20)

3.5

The luxury fashion market is projected to experience significant digital transformation driven by evolving consumer preferences for personalized, sustainable, heritage-driven, and storytelling-driven digital interactions (McKinsey, 2024). By 2030, approximately 30% of luxury sales are anticipated through digital channels, emphasizing the necessity for luxury brands to authentically convey their heritage through advanced digital experiences (Deloitte, 2023). Dior's affluent Gen X consumers will increasingly seek meaningful, story-rich experiences, making strategic digital storytelling, immersive AR campaigns illustrating Dior's iconic heritage, and AI-driven personalization critical. By strategically prioritizing these heritage-focused digital strategies, Dior can proactively meet evolving market expectations, preserving brand authenticity and significantly enhancing core consumer loyalty (Intel, 2024).

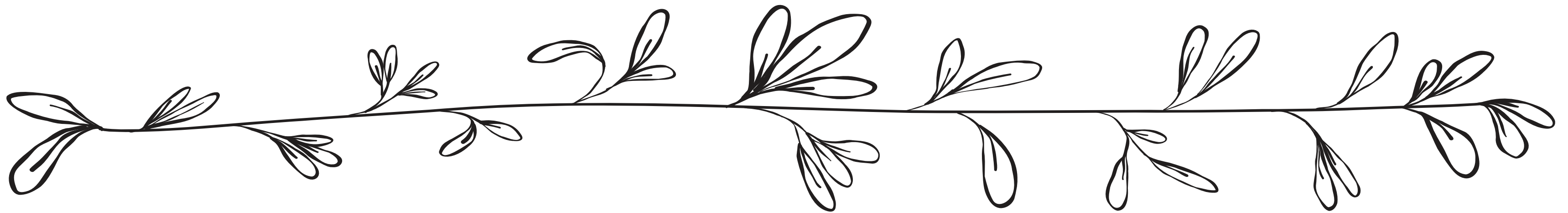


(Fig. 23)



(Fig. 22)

Key market risks for Dior include economic downturns, rapidly shifting consumer preferences, and the accelerated evolution of digital technologies (Deloitte, 2023). Economic uncertainty can dampen luxury spending, necessitating Dior's strategic emphasis on heritage-driven exclusivity to sustain consumer engagement. However, significant opportunities exist in harnessing advanced digital technologies like AI-driven personalization and immersive augmented reality experiences, enhancing bespoke luxury interactions (Sahota, 2024). Additionally, increased consumer demand for sustainability offers Dior opportunities to digitally communicate ethical sourcing and product transparency, aligning closely with consumer values (Intel, 2024). Strategically leveraging these opportunities enables Dior to proactively respond, effectively preserving its prestigious heritage and reinforcing long-term consumer loyalty.



Threat of New Entrants: The threat of new entrants in the luxury fashion industry is moderate, restricted significantly by high barriers such as substantial brand heritage, consumer loyalty, and substantial investments required for establishing global recognition and operational excellence (Kapferer & Bastien, 2012). Dior benefits greatly from its well-established market position and prestigious legacy, effectively protecting against market entrants.

Threat of Substitutes: The emergence of digital-first luxury brands, such as Farfetch and Net-a-Porter, presents a moderate substitute threat. These brands offer innovative digital platforms and personalized experiences, increasingly appealing to luxury consumers seeking convenience and digital exclusivity (Deloitte, 2023). However, Dior's distinctive heritage-driven narratives and craftsmanship reduce this threat significantly.

Bargaining Power of Suppliers: Suppliers, especially artisans and providers of high-quality, exclusive materials, maintain considerable bargaining power. Dior's reliance on quality materials sourced from specialists, often limited suppliers increase dependency but simultaneously supports its differentiation and premium positioning (Chevalier & Mazzalovo, 2020).

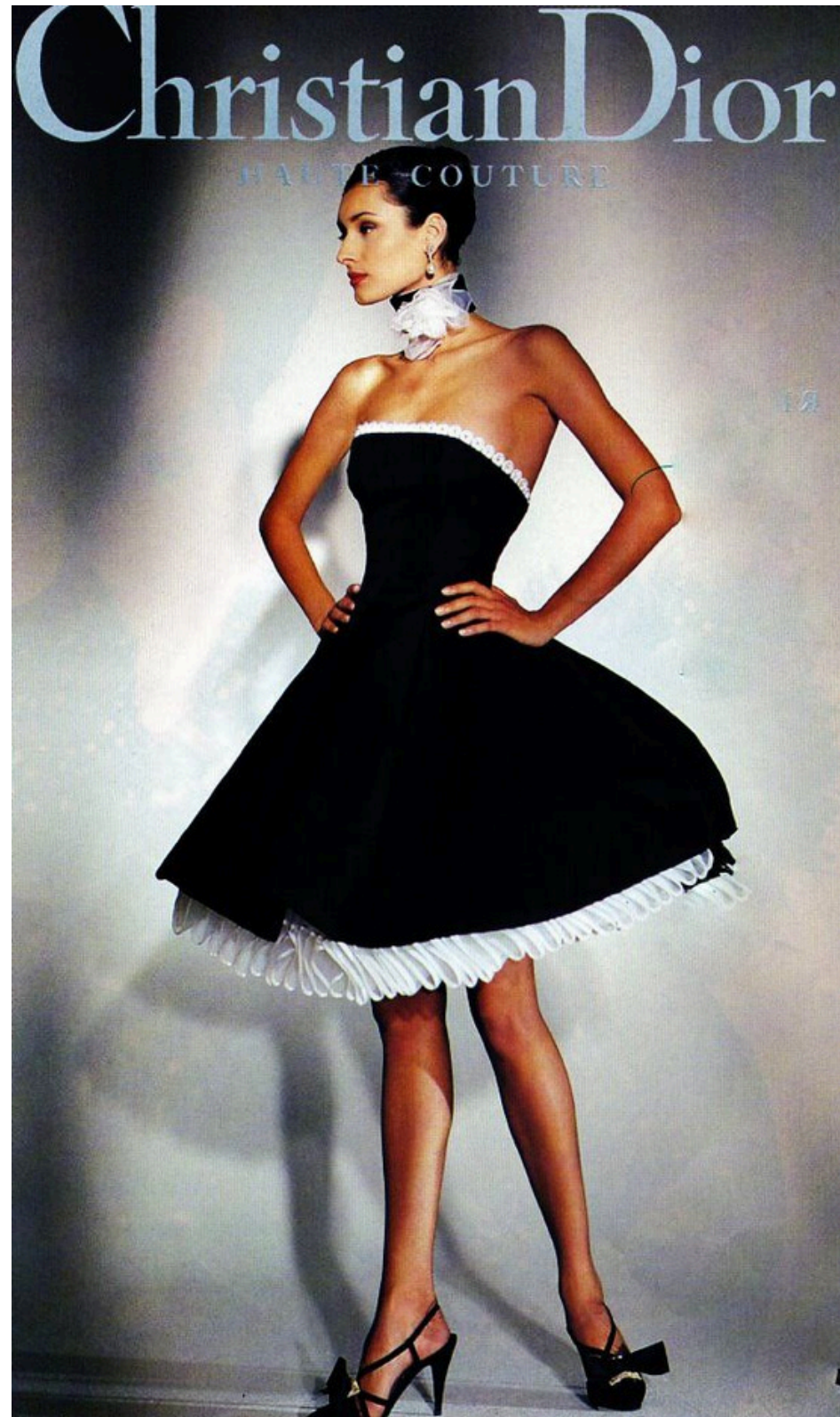


Porter's Five Forces

Bargaining Power of Consumers: Affluent consumers possess considerable bargaining power, demanding highly personalized luxury experiences and transparency (Intel, 2024). Dior strategically addresses this through digital innovations such as AI-driven personalization, sustaining consumer loyalty through meaningful, customized interactions (Sahota, 2024).

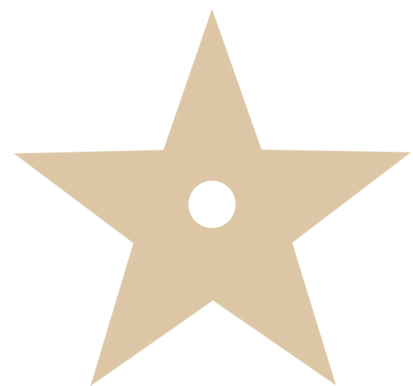
Industry Rivalry: Competition within luxury fashion remains high, intensified by other heritage competitors such as Chanel and Gucci, as well as digitally aware brands rapidly innovating consumer experiences (McKinsey, 2024). Dior must strategically leverage heritage-centric digital campaigns, immersive storytelling, and personalized customer experiences to maintain differentiation.

Overall, Dior's strategic response should focus on intensifying digital personalization, emphasizing authenticity, and leveraging digital innovation to reinforce heritage, ensuring sustained competitive advantage and strengthened consumer loyalty amongst industry pressures.



{Fig. 24}

This external analysis highlights significant market dynamics shaping Dior's strategic environment, notably economic uncertainty, rising demand for heritage-driven experiences, authenticity, and the rapid evolution of digital technology (Deloitte, 2023; McKinsey, 2024). These insights highlight the critical need for Dior to effectively balance traditional brand heritage with innovative digital engagement. Strategically adopting advanced technologies like AI-driven personalization, blockchain-enabled transparency, heritage driven VR experiences, and immersive AR technology will empower Dior to reinforce consumer loyalty while authentically preserving its legacy. Moving forward, these external insights will directly inform targeted recommendations for Dior, emphasizing digital strategies that accurately resonate with affluent consumers' evolving preferences for exclusivity, personalization, and experiential luxury (Mintel, 2024).



Strategy Summary

Section 4: Guiding Dior's Direction Through Frameworks and Primary Research



{Fig. 25}

4.I

This section integrates comprehensive internal and external analyses, alongside primary research from qualitative interviews with affluent Gen X consumers, to shape Dior's strategic digital direction. The central aim is to enhance Dior's legacy through thoughtful digital innovation while deepening consumer loyalty. Primary research confirms that Gen X consumers deeply value Dior's heritage yet face significant barriers with current digital experiences, mentioning unclear navigation, lack of personalisation, and impersonal interactions (Appendices A and B). Participants specifically highlighted the need for intuitive platforms, clear education, and emotionally engaging storytelling to enable their digital engagement, aligning seamlessly with Dior's brand identity and market positioning. As the luxury market increasingly prioritises authenticity combined with meaningful digital experiences, it is critical for Dior to evolve without sacrificing its core values (Dhingra, 2024).

Several robust marketing frameworks underpin this strategic transformation such as, the RACE Framework (Chaffey and Smith, 2017), the AIDA Model (Kotler and Keller, 2016), the Consumer Decision Journey (Court et al., 2009), and Ansoff's Matrix (Ansoff, 1957). By clearly aligning these frameworks with primary consumer insights and clearly defined SMART objectives, this section recommends digital strategies carefully crafted to reinforce Dior's heritage, improve customer retention, and enhance digital engagement, therefore ensuring the brand remains both esteemed and relevant within today's evolving luxury landscape.



(Fig. 26)

4.2

[REACH] → [ACT] → [CONVERT] → [ENGAGE]

Reach: Dior must enhance its outreach through targeted digital media campaigns and immersive brand storytelling designed specifically for its affluent Gen X audience, currently this generation is apprehensive about the relevance of digital innovations to the brand's heritage. By leveraging platforms favoured by this demographic and utilizing content that educates and connects digital advancements with Dior's longstanding traditions, the brand aims to clarify its digital initiatives and highlight their integration with core values (Rangel and López, 2022).

Act: To deepen consumer engagement, Dior implements personalized digital experiences that resonate with Gen X's preferences for authenticity and understated elegance. Interactive tools such as augmented reality (AR) that allow consumers to explore products in their personal space are explained in detail, emphasizing how this technology will enhance the buying experience without distracting from the luxury essence of the brand. This step ensures that consumers are comfortable and informed about the benefits of new technologies (Sanz-Lopez et al., 2024).

4.2

[REACH] → [ACT] → [CONVERT] → [ENGAGE]

Convert: Conversion strategies are centred around providing a seamless and trustworthy online shopping experience. Blockchain technology can be used not just for security and authenticity but is also communicated in a way that emphasizes the importance in maintaining the integrity of luxury goods. By clarifying how these technologies add value to their purchases, Dior will reassure Gen X consumers that digital innovations uphold the brand's commitment to quality and exclusivity (Deloitte, 2021).

Engage: In the engagement phase, Dior will focus on cultivating long-term relationships with Gen X consumers by offering digital loyalty programs that reward engagement with personalized offers and exclusive content that celebrates the brand's heritage. Services such as digital concierge and personalised recommendations are highlighted as modern enhancements to the traditional luxury shopping experience, ensuring that digital interaction reflects the brand's high standards and historical prestige (Litanishvili, 2023).

4.2

[REACH] → [ACT] → [CONVERT] → [ENGAGE]

Research confirms the effectiveness of these strategies in enhancing consumer satisfaction and loyalty, particularly when the introduction of digital innovations is accompanied by clear, comprehensive communication that aligns with the consumers values and expectations (Rangel and López, 2022; Sanz-Lopez et al., 2024).



(Fig. 27)

4.3

A →

To effectively attract its audience, particularly affluent Gen X, Dior should utilize high-impact digital campaigns that combine its rich heritage with subtle technological integrations. Immersive digital presentations, such as VR-enhanced tours of Dior's ateliers or digitally restored archive exhibitions, are recommended. These experiences, while rooted in tradition, introduce a modern dimension that respects the sophistication expected by Gen X, presenting Dior's legacy in a contemporary light (McKinsey, 2024).

I →

In order to deepen interest Dior should showcase its craftsmanship and history through enriched digital storytelling. This approach should highlight how traditional elements are preserved and enhanced by digital technology, such as interactive digital timelines and documentary-style videos that detail the creation of iconic collections. This content strategy not only educates but also strengthens emotional connections with Gen X, who value depth and authenticity in brand engagements (Business of Fashion, 2023).

D →

To stimulate desire, Dior should offer highly personalized digital experiences. Utilizing AI to provide customized fashion insights and product recommendations directly aligns with consumer preferences for personalized luxury. Virtual showrooms designed to emulate the private shopping experience at Dior boutiques can offer a sophisticated, yet user-friendly interface to explore products in detail, reinforcing the luxury shopping experience (Intel, 2024).

A →

For the action stage, Dior should ensure a seamless and secure digital purchasing process. Implementing blockchain technology to authenticate the provenance and quality of luxury items directly responds to Gen X's concerns about authenticity and security in online transactions. Such enhancements should be clearly communicated as new developments aimed at safeguarding their interests, thereby encouraging trust and facilitating purchases (Deloitte, 2023).

4.3

Evidence suggests that transparent communication about the benefits of new technologies enhances trust and engagement, particularly among luxury consumers who are wary of overly intricate applications. By presenting these digital enhancements as extensions of its heritage, Dior can effectively align with the expectations and values of its target audience (Business of Fashion, 2023; McKinsey, 2024).



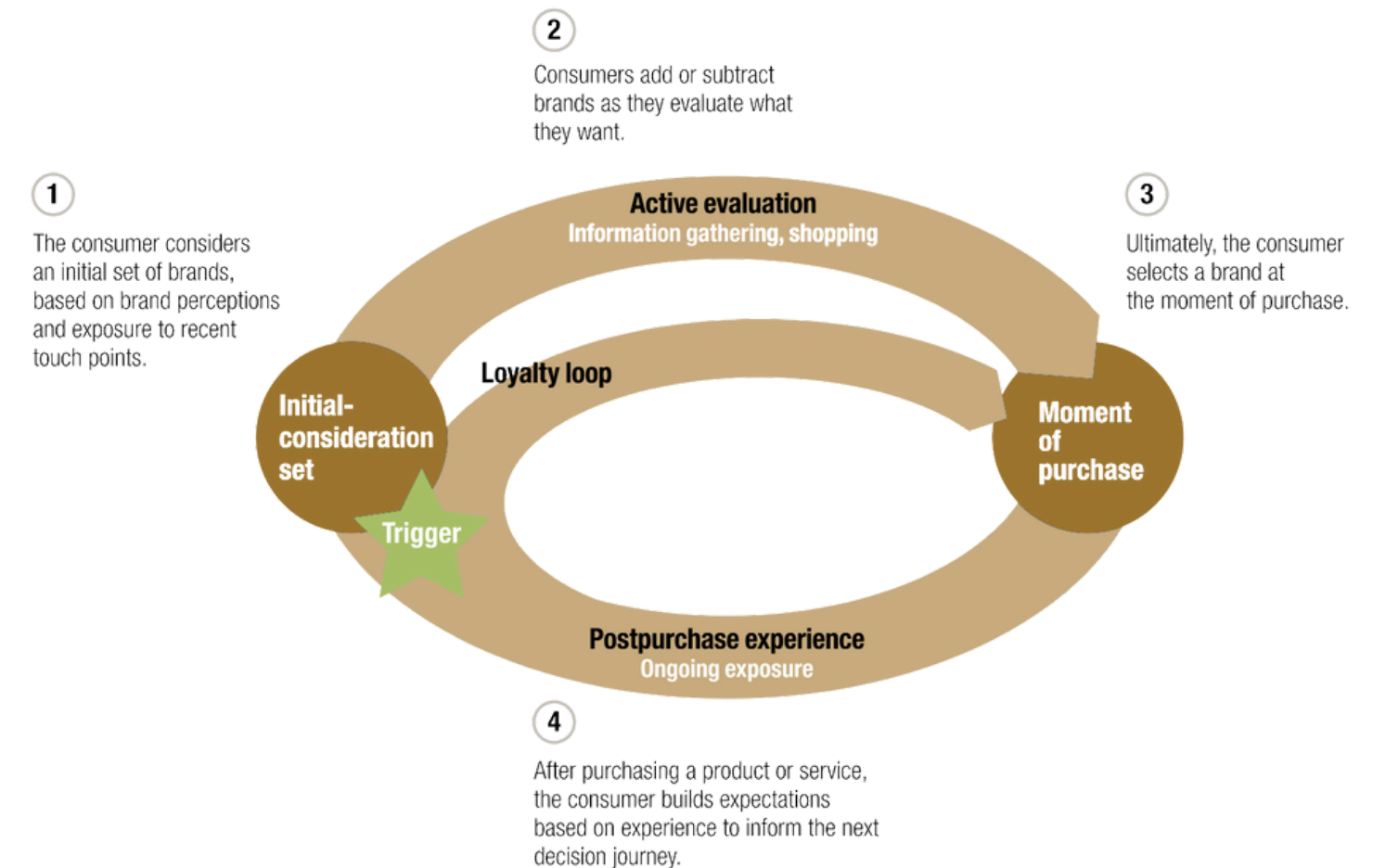
{Fig. 28}

A
I
D
A

Consumer Decision Journey

Awareness: Dior's approach to raising awareness should aim to combine its rich heritage with subtle technological enhancements. By utilizing digital media campaigns that feature immersive virtual tours of Dior's historical exhibitions, the brand can showcase its storied past while integrating modern digital storytelling techniques. These campaigns are designed to reflect the luxurious essence of the brand and make innovative technologies feel like a natural extension of Dior's traditional values, thereby appealing to Gen X's appreciation for authenticity and depth (Court et al., 2009).

Consideration: During the consideration phase, Dior should integrate AI-powered virtual try-ons that are carefully designed to mirror the elegant ambiance of Dior's boutique fitting rooms. Additionally, interactive storytelling that details the history behind iconic collections can deepen consumer connections by blending narrative richness with interactive experiences. This method increases consumer's understanding of Dior's legacy, making the integration of technology feel both luxurious and significant (Court et al., 2009).



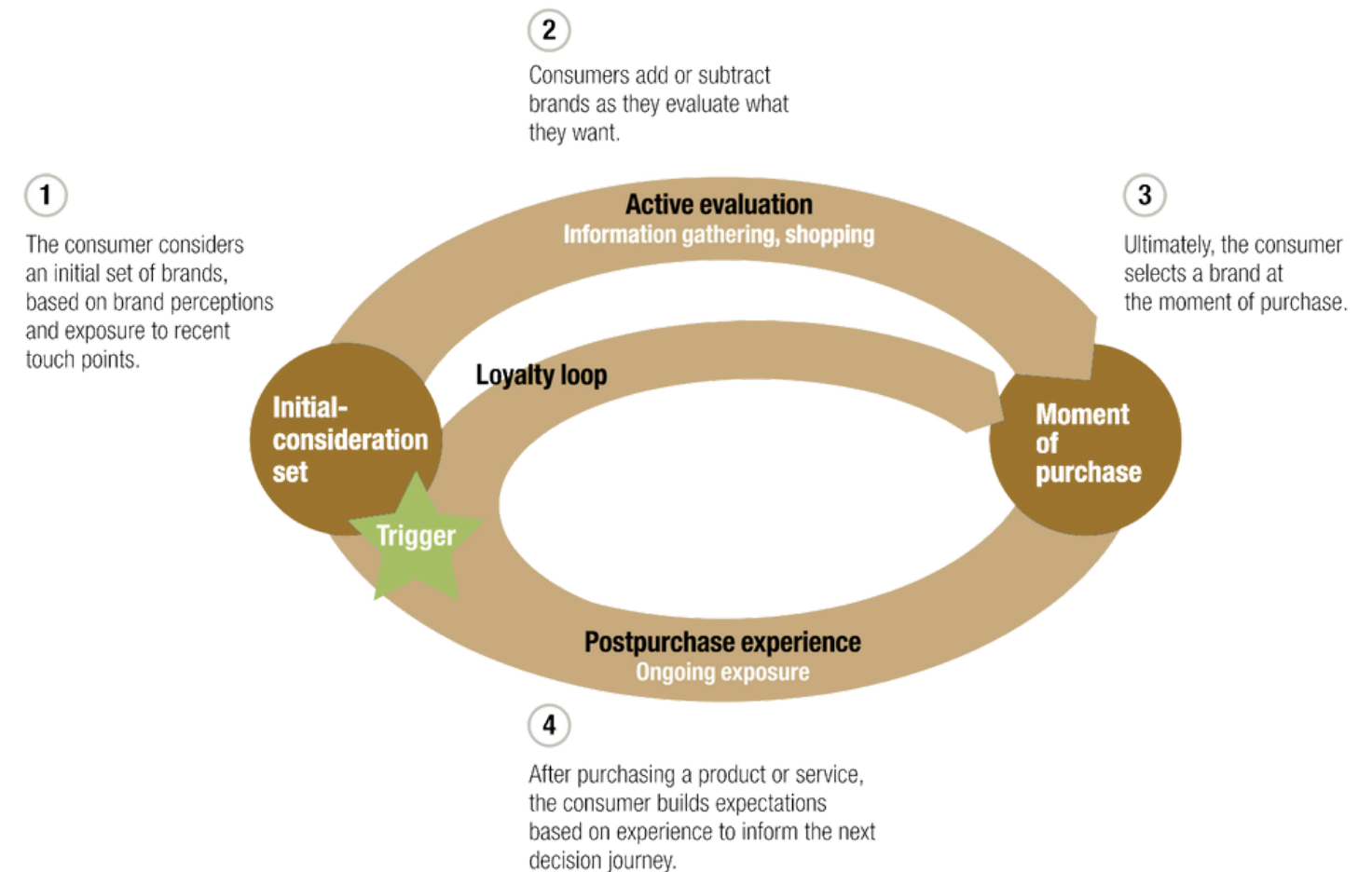
(Fig. 29)

Consumer Decision Journey

Purchase: In the purchase stage, Dior is advised to enhance the online shopping experience by integrating personalized shopping assistance reminiscent of Dior's high-end service. Utilizing AI for tailored recommendations based on consumer preferences and previous interactions can replicate the bespoke service offered in-store, ensuring the digital experience is every bit as personal and refined as the physical one. This seamless blend of luxury and technology supports the transition from interest to purchase (Court et al., 2009).

Engagement: In order to enhance engagement with core consumers Dior can offer exclusive digital privileges. VIPs can enjoy access to private archives and bespoke virtual events, such as previews of upcoming collections and personalized styling sessions. These privileges affirm Dior's commitment to luxury and exclusivity, fostering deep loyalty and aligning with strategic objectives to integrate traditional elegance with modern consumer engagement practices (Court et al., 2009).

Following McKinsey's Consumer Decision Journey model, these strategies ensure that each step of the consumer's digital interaction with Dior is infused with elements of the brand's luxurious and storied past, enhancing the appeal of technological advancements by tying them back to heritage and exclusivity (Court et al., 2009).



(Fig. 29)

4.5

Dior's strategic incorporation of storytelling driven digital experiences aims to preserve its rich heritage while engaging its existing audience. By showcasing detailed narratives about its iconic collections and the craftsmanship behind them, Dior not only educates but also deepens emotional connections with its consumers, especially Gen X. This method leverages the power of brand storytelling, which is recognized for building consumer trust and loyalty through authentic and memorable experiences, as highlighted in previous industry studies (Da Costa, 2019).

Additionally, Dior's integration of VR technologies to create immersive virtual exhibitions demonstrates a seamless blend of tradition and innovation. This strategic move provides a luxurious shopping experience that meets modern expectations for convenience and personalization. These technologies are particularly impactful in enhancing the consumer experience, as they make high-end products more accessible while maintaining the essence of exclusivity (McKinsey, 2009; Mekonnen, 2024).

this artefact is crucial for adapting Dior's traditional allure to the digital age, ensuring the brand remains relevant and appealing to both loyal customers and new perspective ones. Effective communication about the functionality and benefits of these innovations is essential to enhance consumer engagement and satisfaction, particularly in the luxury sector where tradition plays a significant role in consumer loyalty.



{Fig. 30}



{Fig. 31}

4.6

Primary research was conducted through qualitative, semi-structured interviews with two affluent Gen X participants (see Appendices A and B). These interviews explored participants' perceptions of Dior's current digital strategies, focusing specifically on their expectations for authentic, meaningful digital luxury experiences.

Both participants expressed a deep affinity with Dior's heritage, emphasizing a strong attachment to the brand's longstanding reputation for craftsmanship, exclusivity, and sophisticated storytelling. However, when reflecting on Dior's existing digital presence, participants highlighted concerns around clarity, relevance, and accessibility. Rather than completely rejecting digital innovation, participants felt current digital tactics often lacked clear guidance, educational value, or meaningful personalization elements crucial to their experience of luxury.

Participant A specifically noted that many luxury digital interactions felt "impersonal" or overly "product focused," emphasizing a noticeable absence of emotional depth or heritage-based storytelling (Appendix A). Participant B supported this observation, adding that for digital experiences to resonate meaningfully, especially among their generation, they must offer clear explanations, simple navigation, and readily accessible human assistance when needed (Appendix B). This feedback strongly emphasizes the importance of user-friendliness and personal support, aligning with previous secondary research findings suggesting that affluent Gen X consumers prefer intuitive digital interactions featuring clear education, curated storytelling, and exclusivity (Intel, 2024; Deloitte, 2023).



4.6

Participants also revealed openness toward thoughtfully implemented digital innovation, highlighting strong potential for digital initiatives that showcase Dior's legacy and craftsmanship in an immersive yet accessible format. Both participants expressed enthusiasm for experiences that could provide virtual access to Dior's historical archives or guided explorations of iconic collections, stating these would significantly enhance their appreciation and engagement if implemented in a clear, intuitive manner. Participant B specifically referred to these possibilities as "exclusive" and "personal," indicating a clear preference for digital experiences offering behind the scenes insight and emotional resonance rather than superficial novelties (Appendix B).

These findings align closely with broader industry analyses, which similarly highlights the growing consumer expectation for digital luxury experiences that provide emotional connection, exclusivity, and deeper brand engagement (McKinsey & Company, 2024). Participants insights therefore reinforce the strategic value of developing a digital platform focused explicitly on Dior's heritage, craftsmanship, and user education.

Ultimately, this primary research clearly demonstrates that Dior's affluent Gen X consumers are not naturally resistant to digital innovation. Rather, their hesitance develops from digital experiences they perceive as unclear, impersonal, overly commercialized, or detached from the brand's core identity. To address this barrier effectively, Dior's future digital strategies must prioritize simplicity, education, and authentic storytelling essential components for meaningfully reconnecting Gen X consumers to the brand's long-standing heritage and luxury values.



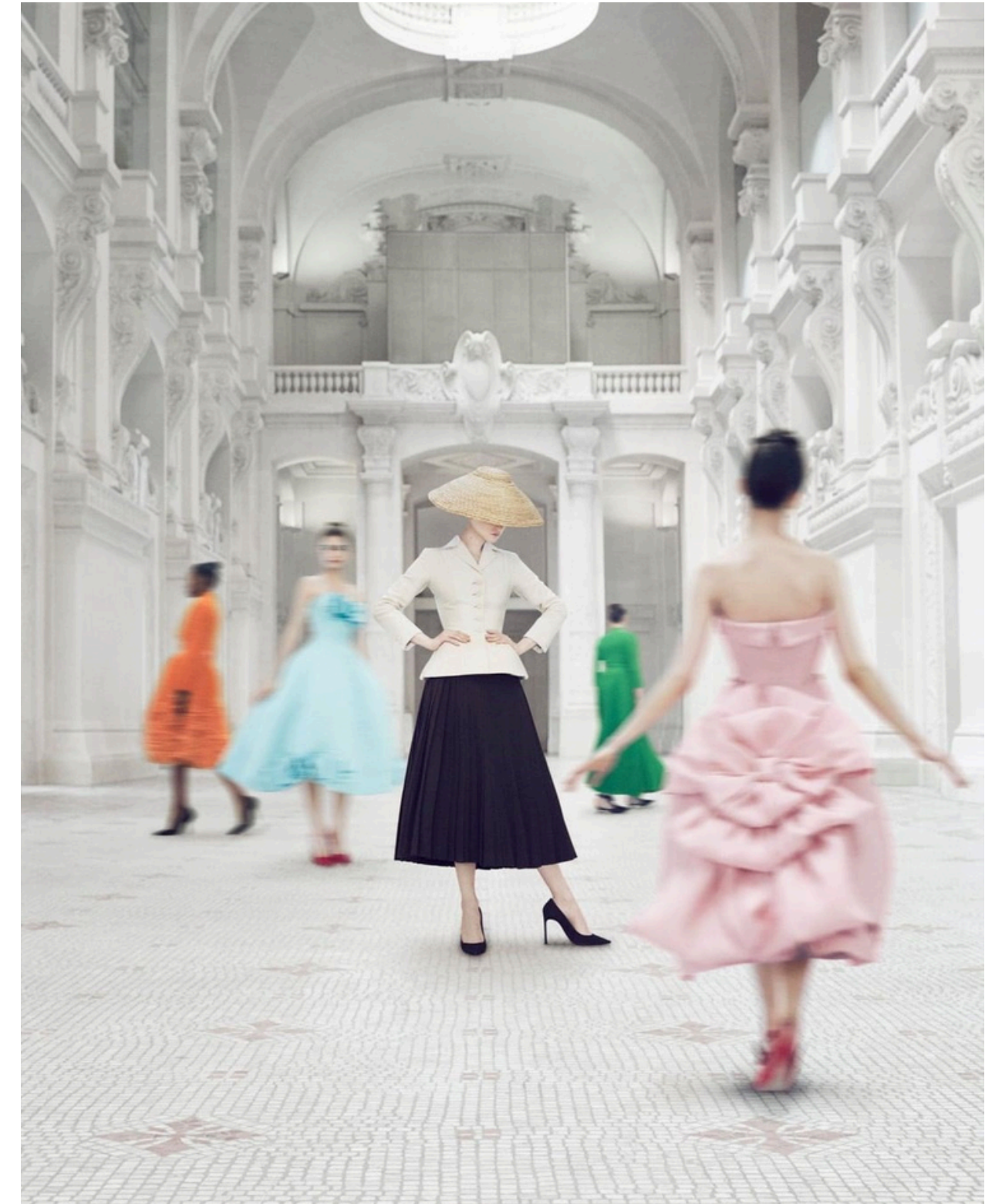
Dior's strategic development plan leverages Ansoff's Matrix to navigate its digital transformation, aiming to enhance its presence in the luxury market while preserving its heritage and strengthening consumer loyalty, especially among Gen X. This multifaceted approach uses established strategic frameworks and relevant market insights (Ansoff, 1957).



4.8

Understanding the preferences and expectations of Gen X luxury consumers is crucial for Dior as it continues to refine its digital strategies to cater to a highly critical clientele. This demographic highly values tangible quality and exclusivity in their purchases, often seeking products and experiences that offer a blend of traditional luxury and modern convenience (Deloitte, 2023). Both primary and secondary research indicate that Gen X consumers prefer understated, high-quality digital enhancements that complement, rather than overshadow, the inherent value of the luxury goods they purchase (Intel, 2024).

To maintain its prestigious positioning in the evolving luxury market, Dior must carefully evolve its digital strategies. This involves a strategic shift away from overly high-tech offerings such as NFTs and digital collectibles, which have not resonated as strongly with Gen X, and towards more tangible digital experiences that enhance the physical product or in store experience. For example, AR that allows for virtual try-ons of high-end garments in realistic settings that can bridge the gap between online convenience and personal luxury service that aligns with Gen X values (Intel, 2024).



(Fig. 32)



(Fig. 33)

Furthermore, the emphasis on personalization and exclusivity remains predominant in Dior's digital transformation. Implementing advanced data analytics to offer tailored recommendations and pre-release access to collections can effectively mimic the personalized shopping experiences that were once exclusive to in-store interactions. Additionally, digital craftsmanship where the artistry behind Dior's products is showcased through enhanced online platforms can help communicate the brand's commitment to quality and heritage in a digital format, aligning with Gen X's appreciation for well-crafted narratives and impeccable design (Deloitte, 2023)

By focusing on these elements, Dior can ensure that its digital enhancements strengthen rather than dilute the luxurious appeal of its brand. This strategic approach not only aligns with the broader industry trends towards more integrated and personalized consumer experiences but also address the specific desires of Gen X consumers, ensuring their loyalty and continued engagement with the brand.



Over the next five years, Dior's strategic emphasis on heritage driven digital innovation will significantly strengthen its competitive position within the luxury market. By leveraging advanced yet intuitive technologies such as augmented reality showrooms virtual consultations, and exclusive online archives Dior will not only enhance consumer engagement but also clearly communicate the tangible value of these innovations to its core Gen X consumers. This targeted digital approach aligns with the broader luxury market trends that prioritize exclusivity, personalization, and digital craftsmanship, positioning Dior advantageously against competitors still navigating the balance between innovation and brand authenticity (McKinsey, 2025).

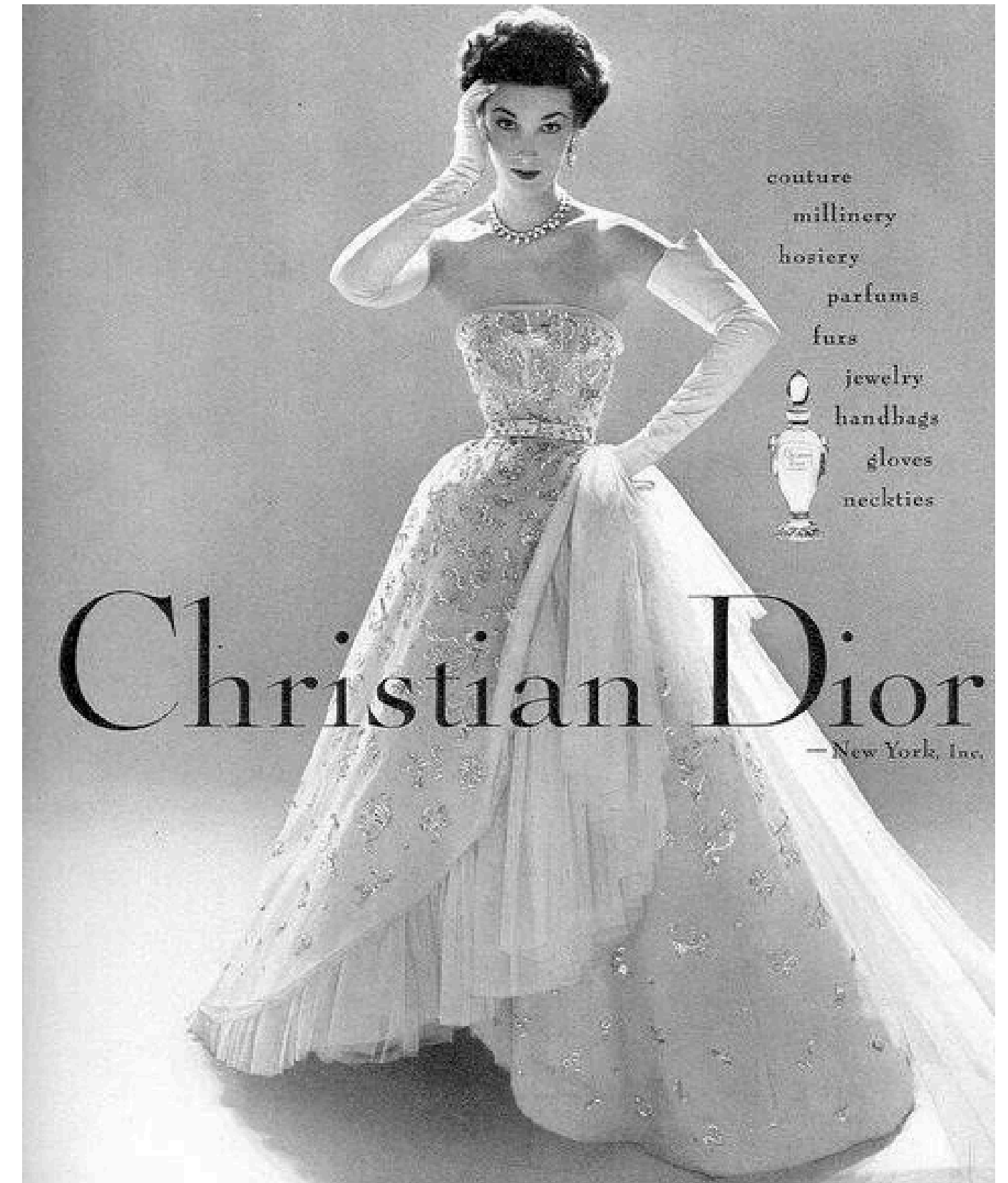
However, Dior will inevitably face threats from resilient, digital-first luxury brands that quickly adopt emerging technologies and appeal directly to younger, digitally native demographics. Brands like Gucci and Prada are also continually evolving their digital strategies, creating intense competition in attracting digitally savvy consumers (Amed et al., 2025). To mitigate these risks, Dior should continue clearly educating Gen X consumers about the practical benefits and authentic luxury value behind new digital experiences, overcoming skepticism through transparency and carefully curated messaging (Mintel, 2024b)

By consistently reinforcing its heritage through digital storytelling and clearly demonstrating how digital enhancements elevate not overshadow the consumer experience, Dior can effectively sustain its leadership position. These carefully integrated digital strategies, which combine innovation with meticulous heritage preservation, will differentiate Dior, solidifying its appeal among luxury consumers seeking authenticity and convenience. This strategic approach will help Dior maintain resilience in the evolving luxury industry, strengthening consumer loyalty and market standing long term.

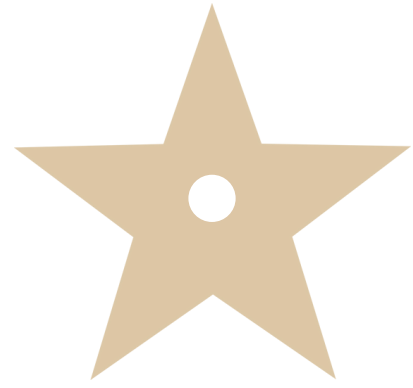


4.10

This strategic summary has highlighted the importance of aligning Dior's heritage and core brand values with thoughtful digital innovation, specifically to strengthen loyalty among affluent Gen X consumers. Insights from primary and secondary research clearly highlights that while Gen X is receptive to digital platforms, current methods often fall short due to complexity and impersonal interactions (Intel, 2024; Deloitte, 2023). Strategically integrating intuitive design, clear educational support, and immersive storytelling grounded authentically in Dior's legacy is essential for fostering meaningful engagement. Utilizing frameworks such as RACE, AIDA, and the Consumer Decision Journey provided structured clarity, enabling Dior to navigate competitive pressures and evolving market dynamics effectively (Court et al., 2009; Chaffey and Smith, 2017). Moving forward, the following section will detail the implementation strategy, demonstrating precisely how these digital recommendations can be practically realized to reinforce Dior's market positioning, secure consumer loyalty, and ensure continued brand relevance.

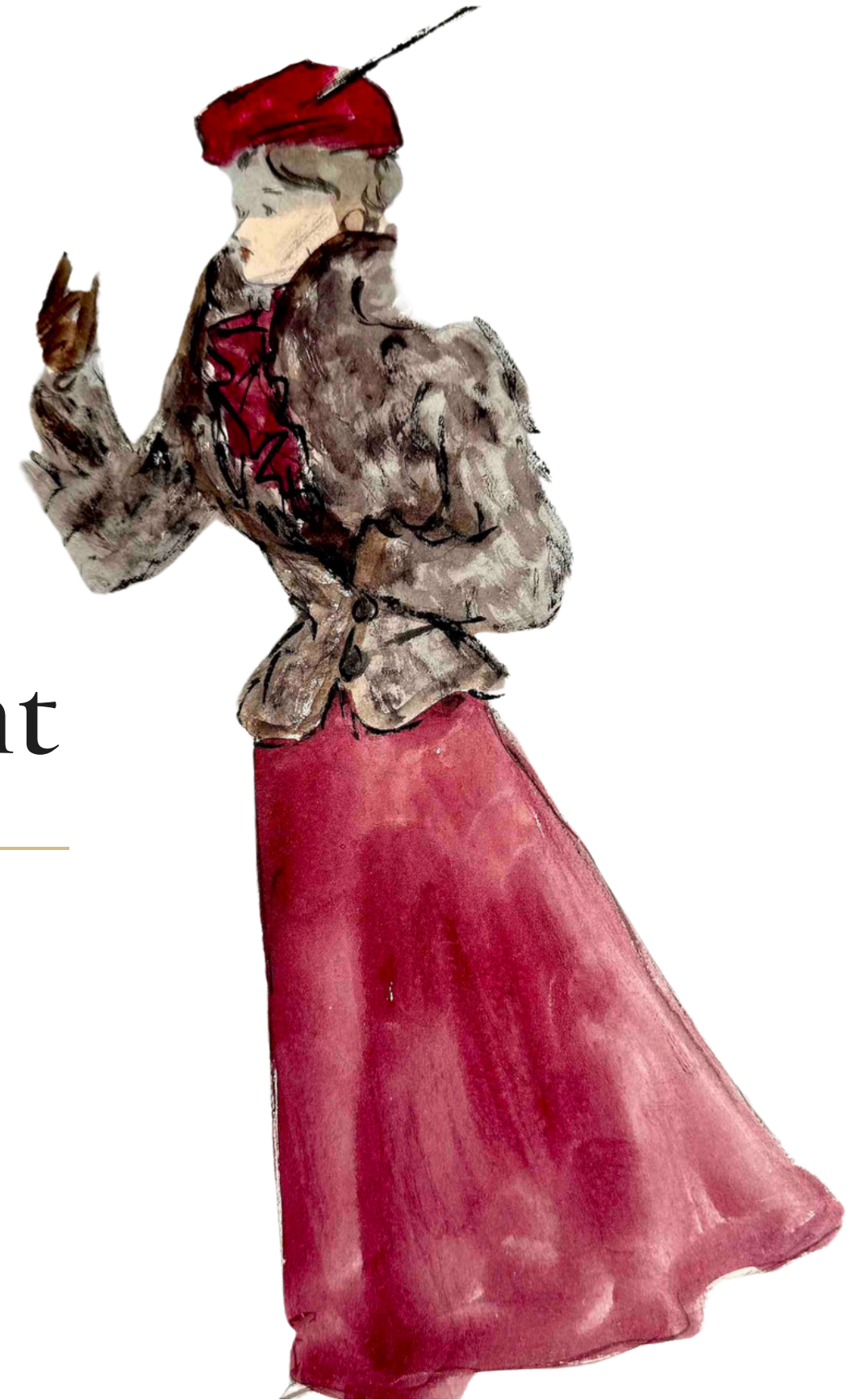


(Fig. 34)



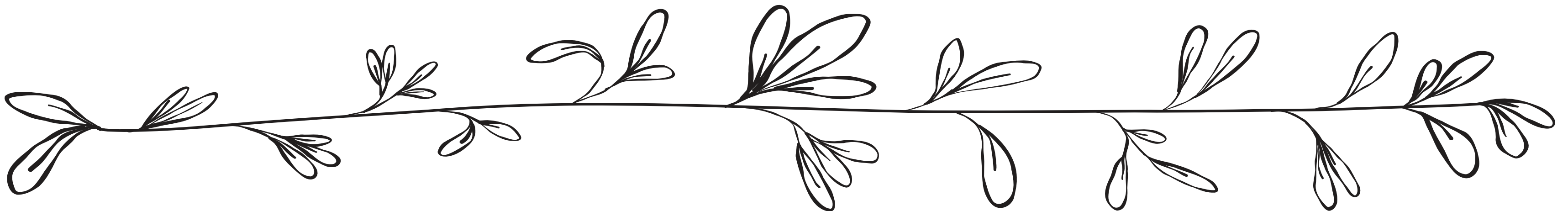
Artefact Development

Section 5: Translating Heritage into Innovation



5.1

This section details the development of a strategic digital marketing artefact specifically designed to address Dior's need to preserve its prestigious heritage while enhancing loyalty among its core Gen X consumers through innovative, yet approachable digital strategies. In alignment with Dior's strategic objectives, this artefact focuses on bridging the gap between traditional luxury and digital innovation, directly addressing the hesitancy Gen X consumers experience towards digital technology by clearly educating and guiding them through these digital experiences (González Romo et al., 2017; Sahota, 2024). Research indicates that affluent Gen X consumers highly value tangible and authentic luxury experiences, and therefore, Dior's digital artefact will include intuitive, heritage-driven design elements and straightforward communication to ensure that this demographic feels comfortable and confident in their digital interactions (Intel, 2024; Deloitte, 2023). The artefact explicitly aims to integrate Dior's storied craftsmanship, heritage, and exclusivity with accessible digital tools, therefore reinforcing brand authenticity and consumer loyalty. This section will discuss the theoretical aspects provided by the Diffusion of Innovation Theory, present an in-depth description of the artefact itself, detail the creative and technological development processes, justify its strategic relevance and effectiveness for engaging Dior's target audience, and illustrate the artefact visually to clearly demonstrate its integration within Dior's broader digital marketing strategy.



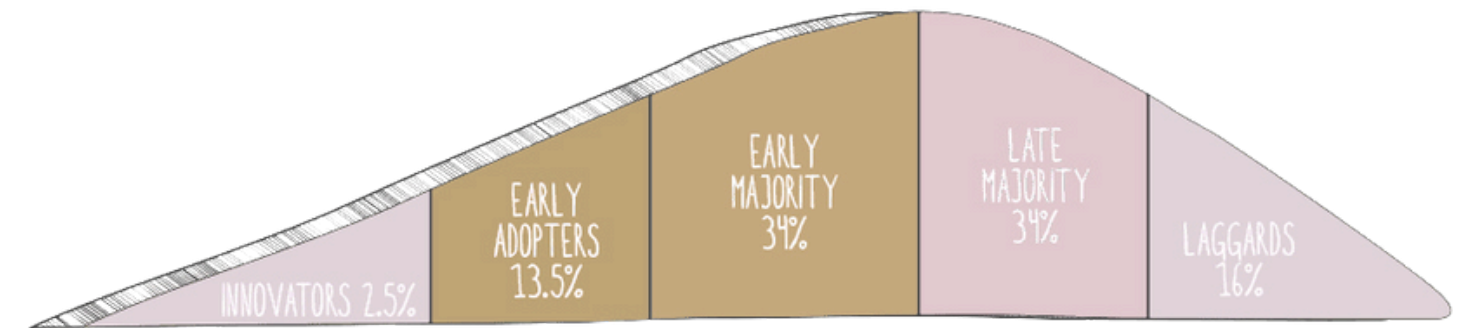
5.2

Rogers (2003) Diffusion of Innovation Theory describes the process through which new ideas and technologies are adopted within a specific market. According to Rogers, consumer adoption is segmented into five categories, innovators, early adopters, early majority, late majority, and laggards. This theory is highly relevant to luxury marketing as luxury consumers, particularly affluent Gen X, often approach technological innovations with skepticism due to their concerns around authenticity, complexity, and perceived tangible value (Kapferer and Bastien, 2012; Deloitte, 2023).

Dior's core consumers, affluent Gen X, are primarily positioned within the 'late majority' segment, typically cautious and hesitant when adopting digital innovations until clear benefits and practical functions are demonstrated (Intel, 2024). Their adoption process is significantly influenced by the amount in which a brand effectively communicates and educates about the value and simplicity of the technology.

To enable adoption among this demographic, Dior's digital initiatives particularly the proposed digital archive will strategically integrate targeted communication and clear educational content. The Dior digital archive is specifically designed to resonate with Gen X's deep appreciation for heritage, craftsmanship, and exclusivity, allowing consumers digital access to historical collections and iconic brand histories. Through intuitive, elegantly designed digital platforms, Dior will clearly demonstrate how the archive enhances the traditional luxury experience rather than overshadowing it, addressing Gen X consumer's hesitations around innovative technologies (Sahota, 2024).

DIFFUSION OF INNOVATION



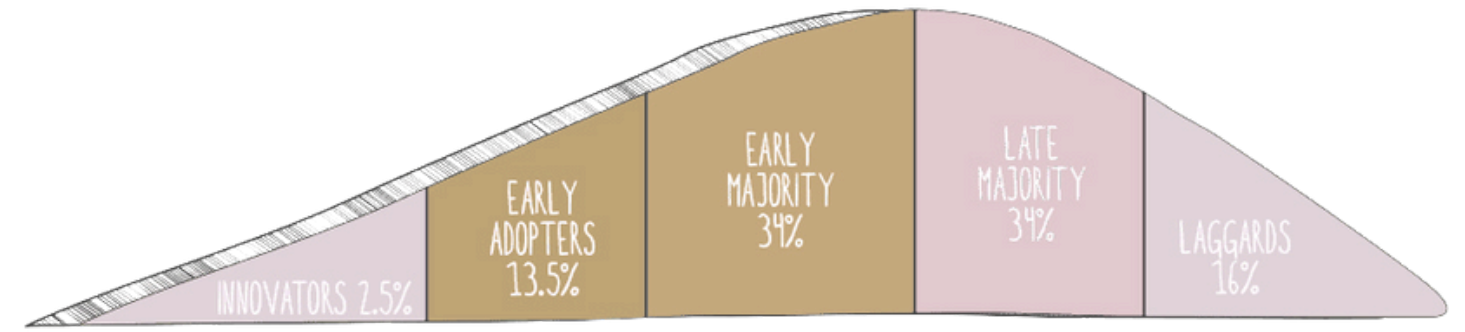
(Fig. 36)

5.2

Additionally, Dior's educational content will clearly showcase how accessing and navigating the digital archive is simple and aligned with their existing perceptions of luxury. Clear instructional guides, sophisticated yet straightforward digital interactions, and direct storytelling highlighting the archive's connection to Dior's renowned history will be utilized to reassure Gen X consumers of its authenticity and value (González Romo et al., 2017).

By basing its innovative digital strategy in Rogers' principles particularly trialability, observability, and relative advantage, Dior can ensure that its affluent Gen X consumers clearly perceive the archive as a natural extension of Dior's heritage rather than a futuristic alteration to the brand. The careful alignment of this innovation with consumer expectations and clearly communicated educational strategies significantly reduces consumer resistance and strengthens core consumer loyalty, preserving Dior's market position in the luxury industry.

DIFFUSION OF INNOVATION



(Fig. 36)



(Fig. 37)

~ Dior Digital Archive ~

The proposed strategic digital artefact, "Dior Mémoire: A Digital Tapestry," is meticulously designed to celebrate, preserve, and evaluate Dior's distinguished heritage through an immersive and luxurious digital archive experience. Drawing inspiration from Dior's iconic physical exhibition spaces such as "La Galerie Dior" in Paris this digital artefact surpasses traditional online platforms by deeply integrating advanced interactive elements with authentic storytelling (Kapferer and Bastien, 2012; González Romo et al., 2017). The core objectives of the Dior Mémoire include strengthening consumer loyalty among Dior's affluent Gen X clientele, effectively communicating Dior's longstanding values of heritage, craftsmanship, and exclusivity, and providing clear education to overcome Gen X consumers hesitancy toward digital innovation (Intel, 2024).

The foundation of the Dior Mémoire is structured as a curated, virtual tour resembling an elegant museum experience. Consumers will explore high-definition archival collections, each piece accompanied by rich multimedia content such as exclusive videos detailing Dior's meticulous craftsmanship processes and historical context behind iconic designs. Interactive timelines enable users to delve deeper into Dior's extensive legacy, transforming exploration into meaningful engagement (Sahota, 2024).

To deepen sensory engagement, the experience features the "Atelier" an experiential AR try-on room allowing users to virtually explore and wear selected haute couture and archival pieces. This immersive touchpoint adds a personal, emotional dimension to the digital archive, especially for those who may not access the final exclusive space.

The final defining and exclusive component of Dior Mémoire is the "Vault Room," a privileged digital space accessible solely to Dior's most loyal consumers. Within this exclusive section, users are presented with a special archival-inspired capsule collection available exclusively through this digital channel. This strategic addition directly enhances consumer perception of exclusivity and tangible luxury, further reinforcing the artefact's alignment with Dior's traditional values and consumer expectations for physical and emotional connection with the brand (Deloitte, 2023).

5.3

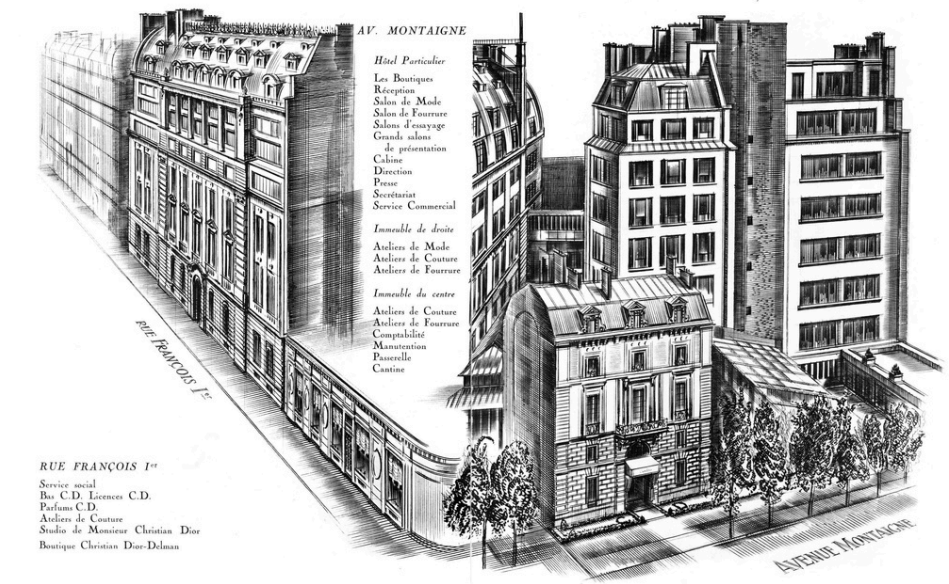
Critically addressing the technological skepticism among Gen X, Dior Mémoire strategically incorporates comprehensive yet accessible educational resources. Clear and concise video tutorials are prominently integrated into the user experience, guiding consumers effortlessly through navigation steps, interface features, and advanced functionalities. Recognizing the importance of personalized service within luxury environments, Dior additionally provides professional live assistance available 24/7, ensuring immediate, tailored support to address any technological concerns and reassure consumers throughout their digital experience.

The careful combination of educational transparency and elegant digital innovation ensures the Dior Mémoire resonates authentically with Gen X, explicitly addressing their desire for simplicity, clarity, and direct connection to luxury brands. This transparent approach to digital innovation significantly reduces barriers to technology adoption, encouraging deeper exploration and sustained consumer interaction (Rogers, 2003).

Ultimately, Dior Mémoire demonstrates a sophisticated balance between innovation and tradition, effectively representing Dior's core values of craftsmanship, exclusivity, and heritage. The artefact's clear educational focus and seamless user experience ensure that Dior's affluent Gen X consumers not only comfortably adopt innovative technologies but also deeply appreciate how digital experiences authentically complement and enhance their connection to Dior's legacy.



{Fig. 38}



{Fig. 39}

5.4

The artefact development process for Dior Mémoire: A Digital Tapestry began with a clearly defined intention, creating a realistic internal Dior marketing pitch deck, meticulously aligned with Dior's established luxury heritage and refined brand communications. This required careful strategic planning, incorporating creative ideation, consumer behaviour theory, and practical digital design techniques, ensuring the final deliverable was both conceptually authentic and visually coherent.

Initially, the process involved leveraging OpenAI's DALL-E platform to generate hyper-realistic renderings of each proposed virtual room. These AI-generated images provided sophisticated visual foundations, authentically reflecting Dior's distinctive aesthetic standards and ensuring immediate visual alignment with the brand's luxury digital platforms. This initial stage was critical in establishing strong visual coherence upon which subsequent interactive elements could be effectively layered.



{Fig. 40}



{Fig. 41}



{Fig. 42}

5.4

Following AI rendering, advanced software specifically Adobe Illustrator and Photoshop were utilized to transition conceptual visuals into tangible UI mock-ups. Illustrator facilitated the precise design of user interface elements, carefully crafting intuitive icons, navigational controls, interactive prompts, and instructional overlays. Each element was designed specifically to prioritise clarity, ease of use, and seamless user experience. These critical considerations were strongly guided by direct primary research insights highlighting Gen X preferences for intuitive, straightforward digital interactions. Photoshop was subsequently used to integrate these individual UI elements seamlessly onto AI-generated backgrounds, creating highly realistic, professional-grade digital interface prototypes that accurately represented potential user interactions.

Throughout the artefact's design, consumer behaviour theories significantly informed all UI and UX decisions. Applying consumer-centric concepts such as cognitive ease (Kahneman, 2011) and principles of behavioural nudging (Thaler and Sunstein, 2009), strategic interface touchpoints were specifically designed to minimise cognitive load and gently guide users toward desired interactions. Nudges, including visual prominence, directional cues, and interactive feedback, were meticulously incorporated, ensuring intuitive navigation and enhancing emotional engagement.



Navigation Arrows



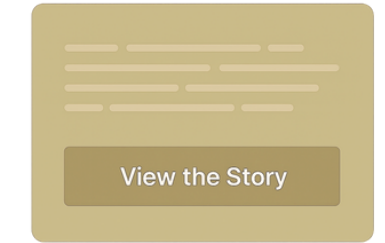
Menu Bar



Interaction Icons



Capsule Collection Video Player



Pop-Up Box



Dropdown Menu



Live Concierge Chat



Exit Button

5.4



Educational aspects, strongly emphasized by Gen X participants during primary interviews, were intentionally addressed within the artefact design. Clear, concise video tutorials were strategically placed within a user-friendly dropdown menu, complemented by readily available live professional assistance, facilitating immediate personalised support. These targeted educational resources aimed specifically to overcome documented barriers to technology adoption, such as digital anxiety and hesitancy, prevalent amongst affluent Gen X luxury consumers (Intel, 2024).

Further enhancing the emotional and sensory depth of Dior Mémoire, the development process included the design of an experiential AR try-on room, “Atelier.” Allowing virtual interaction with selected archival and haute couture garments, this feature significantly enriched user experience by incorporating sensory marketing strategies (Krishna, 2011), adding emotional resonance and tactile-like engagement, especially for users without access to the exclusive “Vault Room.”

Continuous testing and adjustments informed by primary research consistently refined each design element. Insights revealing Gen X's strong affinity for emotionally resonant, heritage-driven storytelling rather than futuristic concepts influenced content and interface refinements substantially.

The final artefact, presented in a professionally styled interactive flipbook brochure intentionally mirroring a Dior internal pitch-deck delivery format demonstrates a sophisticated integration of advanced technology and consumer behaviour theory. This carefully executed development process resulted in a compelling, consumer-informed digital artefact authentically celebrating Dior's heritage, clearly addressing market challenges, and strategically reinforcing consumer loyalty among Dior's valued Gen X demographic.





(Fig. 43)

The creation of the Dior Mémoire directly responds to the strategic challenges and objectives outlined throughout this marketing development plan. This artefact is not just a digital enhancement, it is a solution to Dior's need to strengthen consumer loyalty, particularly among affluent Gen X audiences, by integrating innovation with brand authenticity. Centred around heritage, exclusivity, and craftsmanship, the digital archive aligns with Dior's strategic direction to modernize without alienating its core consumers offering an experience that feels elevated, educational, and distinctly Dior.

This artefact reflects on the recommendations that Dior should shift away from trend-driven and Gen Z focused digital strategies such as NFTs or gamification toward more refined innovations tailored to its core audience. As evidenced in the primary research conducted, Gen X consumers are often hesitant to engage with complex digital technologies, mentioning lack of clarity and perceived irrelevance as major barriers. This is further supported by secondary sources such as Mintel (2024), which highlights that Gen X luxury consumers seek meaningful digital experiences rooted in storytelling, history, and tangible value. By offering accessible tutorials, intuitive navigation, and live assistance, Dior Mémoire intentionally removes these barriers and supports informed engagement.

5.5

The artefact as well strengthens Dior's position in the competitive luxury market by offering a digital experience that no other major heritage brand currently provides in this depth. Unlike standard online archives or campaign microsites, the Dior Mémoire is immersive, educational, and strategically tiered concluding in the Vault Room, where Dior's most loyal clientele can access exclusive archival-inspired products. This not only adds a profitable incentive but enhances the sense of privilege and belonging, both of which are key drivers of loyalty in the luxury market (Deloitte, 2023).

Additionally, this artefact directly supports the implementation of recommendations made within the RACE framework and Ansoff's Matrix particularly in the areas of engagement, product development, and market penetration. By allowing Dior to engage Gen X consumers digitally while staying true to the brand's aesthetic and storytelling traditions, Dior Mémoire demonstrates how digital transformation can serve as a tool for reinforcing, rather than redefining, luxury identity.

Ultimately, this artefact is not simply a marketing tactic it is a strategic bridge between Dior's past and its future. Through heritage-driven innovation and consumer-focused education, Dior Mémoire: A Digital Tapestry ensures that Dior remains emotionally notable, technologically relevant, and competitively positioned in such a rapidly evolving market.

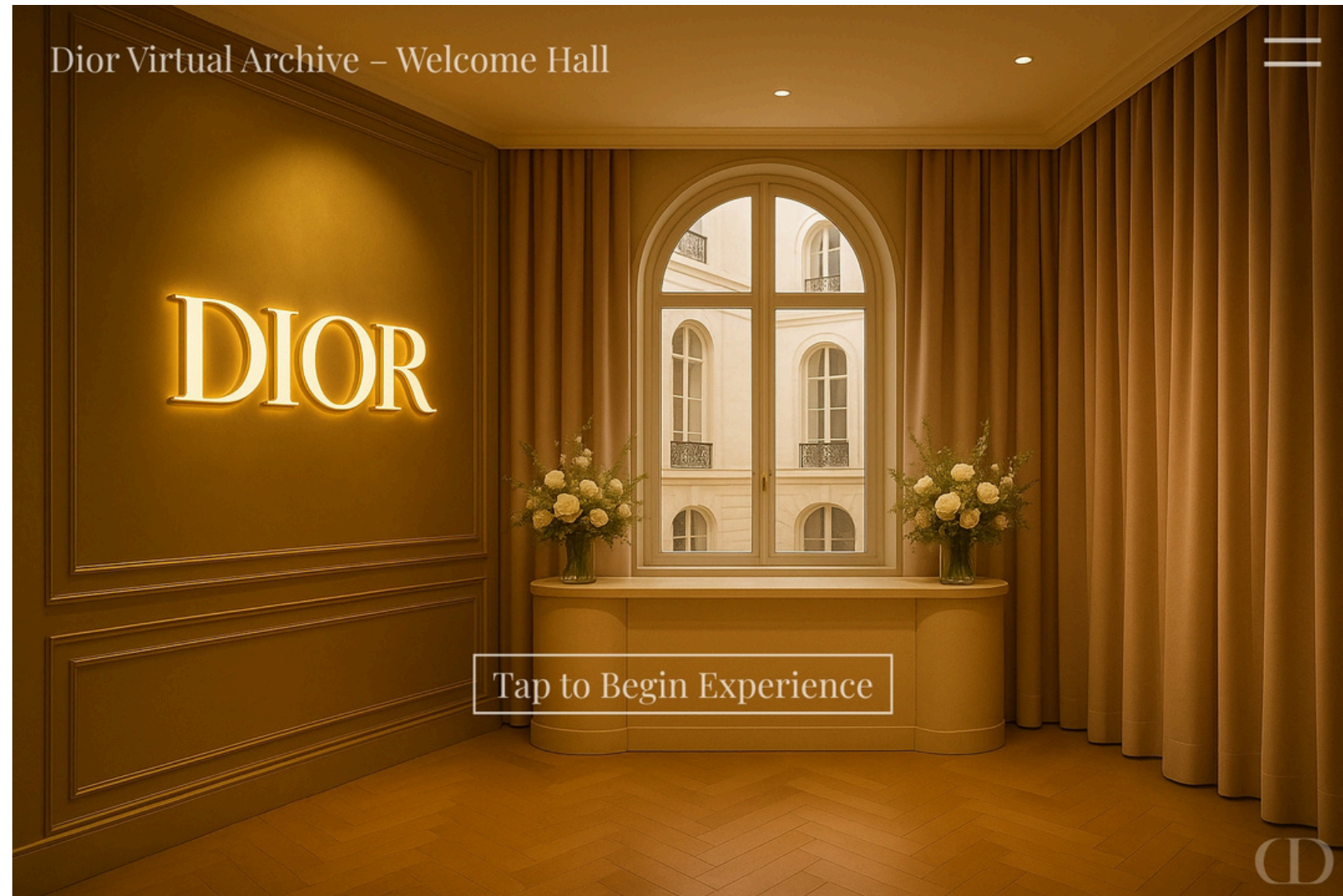


{Fig. 44}



{Fig. 45}

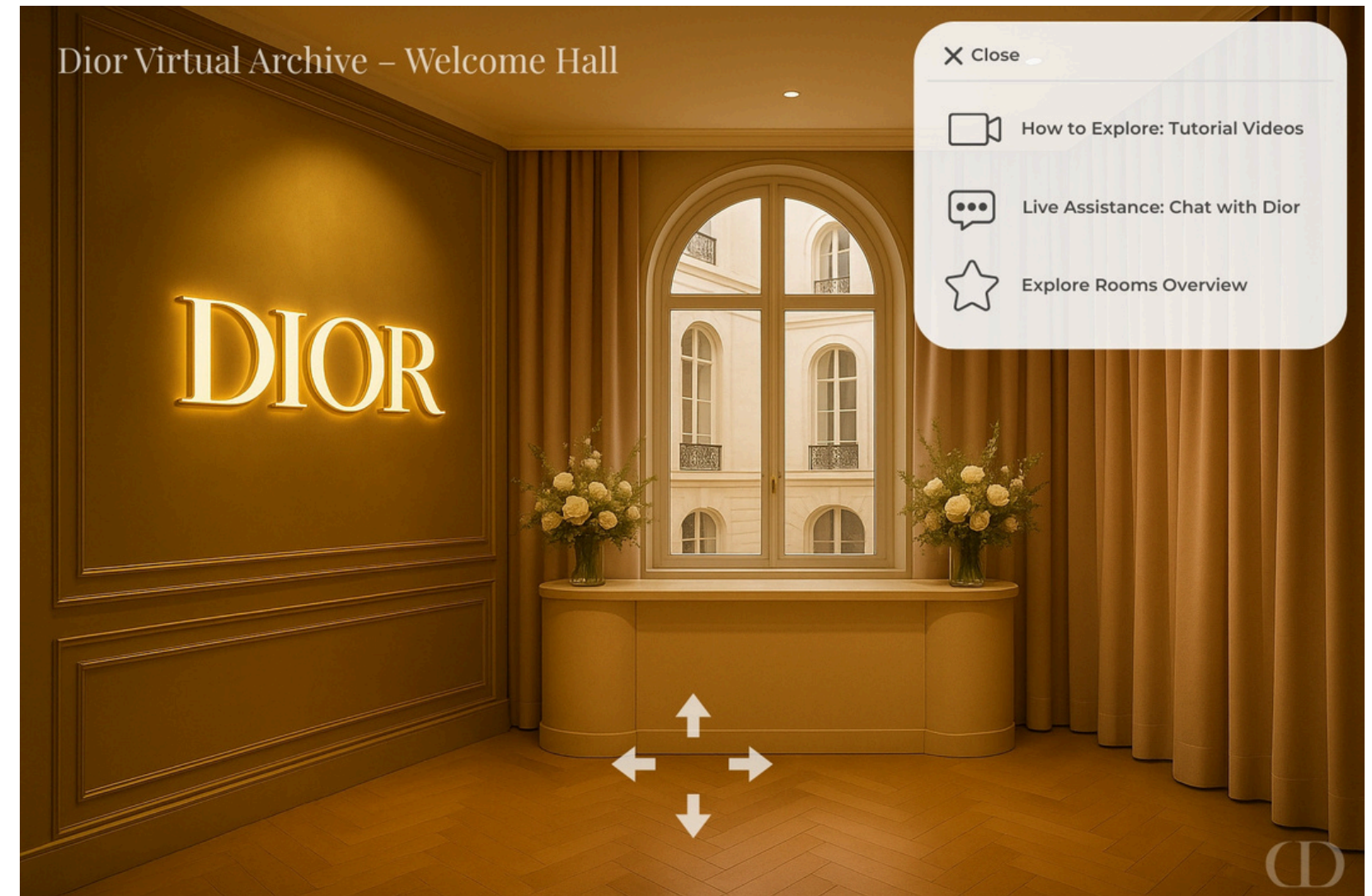
5.6



{Fig. 46}

Welcome Hall {Landing Page} ~ The initial screen introduces the archive with Dior’s branding, inviting users to begin their journey through an immersive virtual space styled after Dior’s real-life salons.

Welcome Hall {Dropdown Menu} ~ A minimalist menu offers tutorial access, live assistance, and room overviews designed to simplify navigation and support Gen X users seeking clarity.



{Fig. 47}

5.6



{Fig. 48}

Couture Room {Overview} ~ Couture pieces are displayed as centrepieces, reinforcing Dior’s heritage and inviting users to interact for historical insight and craftsmanship context.

Couture Room {Story Pop-Up} ~ Tapping garments opens heritage storytelling, allowing users to explore the cultural and creative relevance of iconic collections like the New Look.



{Fig. 49}

5.6



{Fig. 50}

Accessories Room ~ Showcasing archival accessories, this room continues the narrative of craftsmanship

Craftsmanship Room ~ The atelier environment integrates videos demonstrating techniques, offering an educational experience rooted in authenticity and tradition.



{Fig. 51}

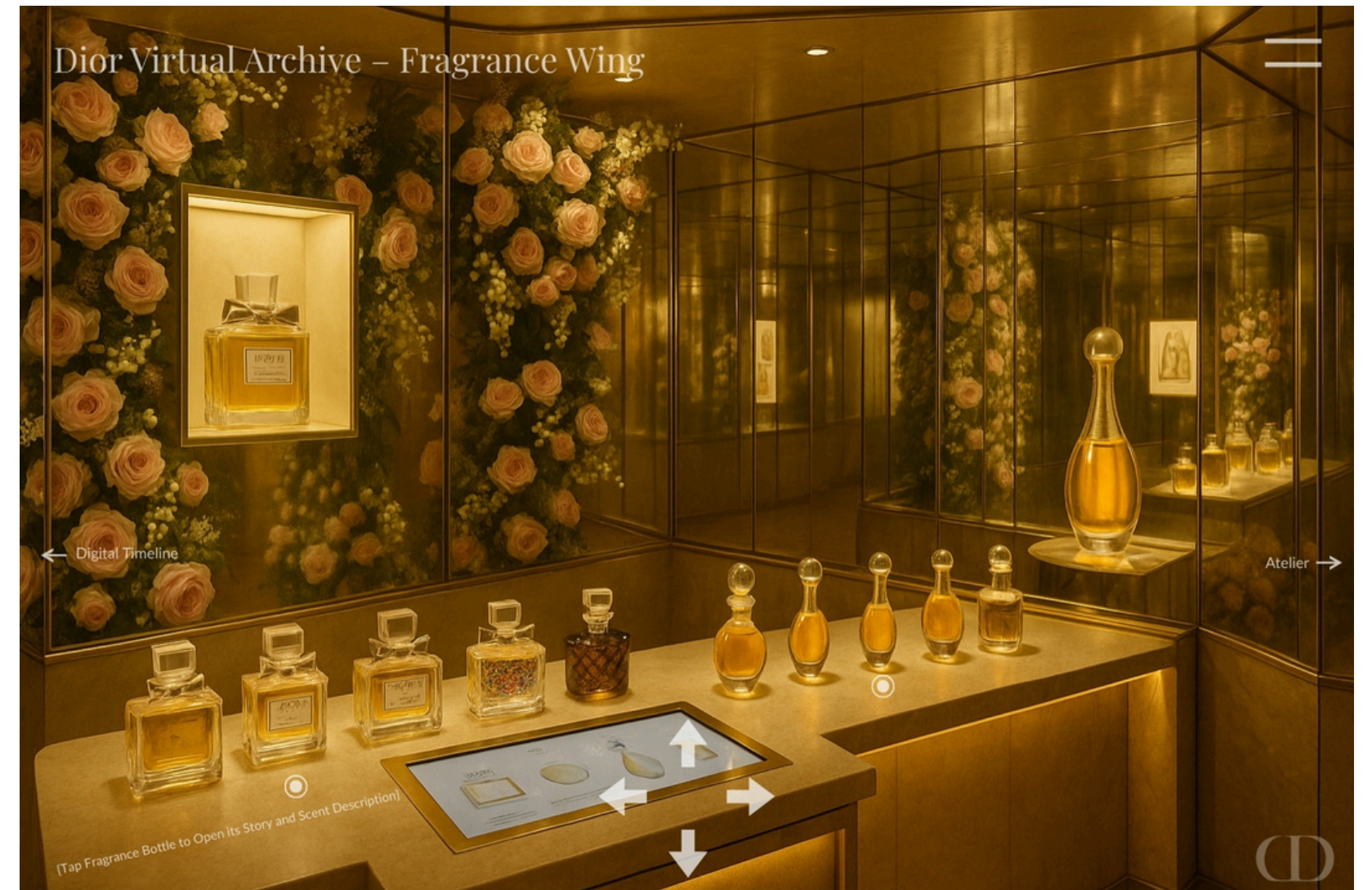
5.6



{Fig. 52}

Digital Timeline Room ~ Users can scroll through decades of Dior history in an interactive timeline, blending archival photography, sketches, and campaign visuals to contextualize the brand's evolution.

Fragrance Wing ~ Immersive and sensory, this space lets users tap on fragrance bottles to uncover scent histories and digital descriptions, deepening emotional connection.



{Fig. 53}

5.6



{Fig. 54}

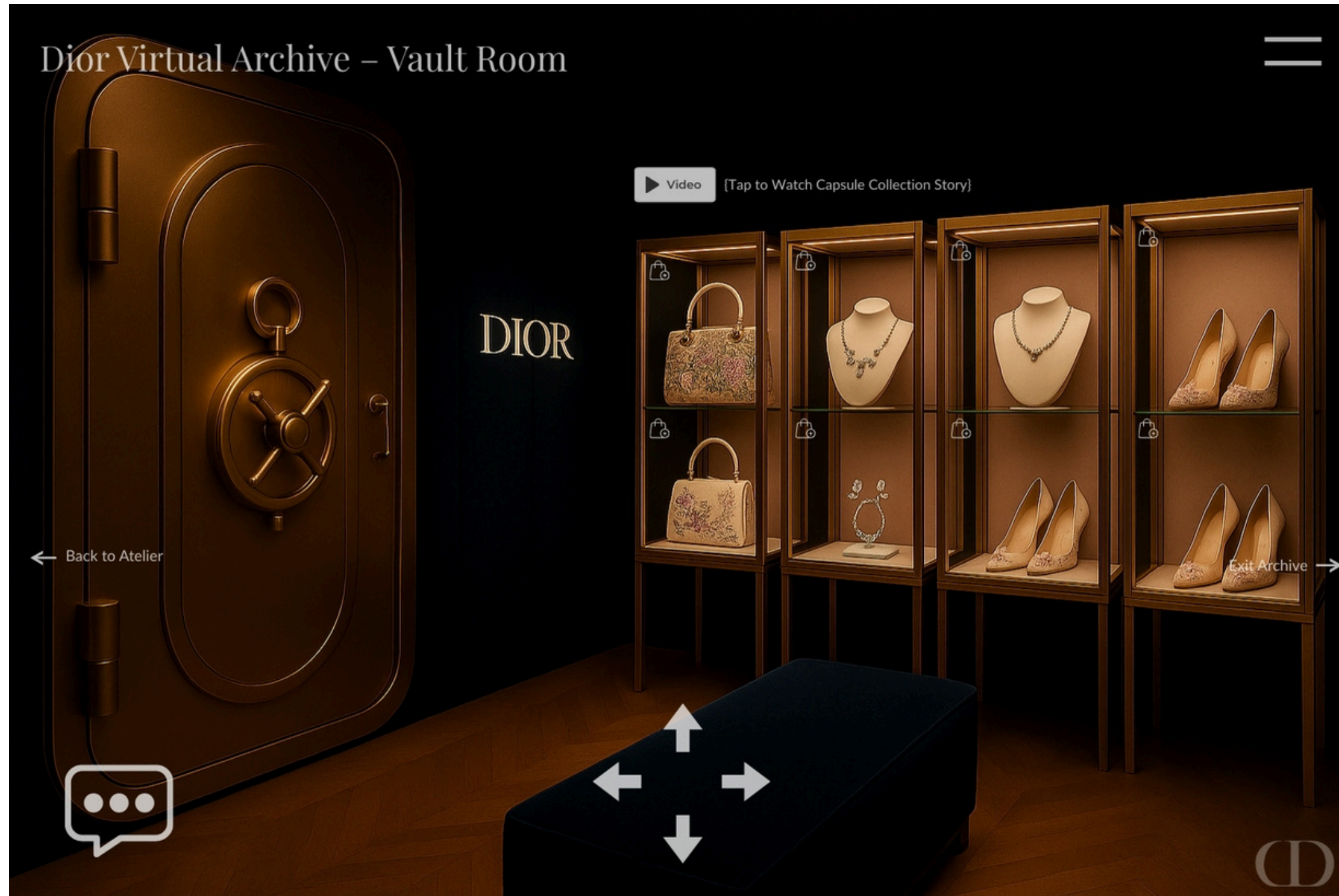
Atelier Room Featuring AR ~ try-on functionality, this room encourages engagement through digital couture fittings, adding a playful, interactive layer to the archive.

Vault Door Entry ~ A secure gate leads to the final exclusive experience reinforcing loyalty and prestige with a code-protected barrier reserved for Dior's top clientele.



{Fig. 55}

5.6



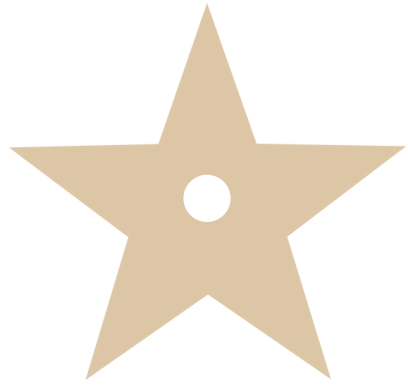
Vault Interior ~ This final room offers an exclusive capsule collection inspired by archival pieces, available only to elite users, merging heritage with digital exclusivity.

{Fig. 56}

Dior Mémoire: A Digital Tapestry offers a refined and heritage-driven solution to Dior's strategic need to innovate while preserving its legacy. By translating Dior's iconic craftsmanship and historical storytelling into an immersive digital archive, the artefact delivers a seamless, luxury experience that feels both exclusive and deeply connected to the brand's unique history. Designed specifically with Gen X in mind, it overcomes common barriers to digital engagement through clear educational features, intuitive navigation, and personal support, ensuring accessibility without sacrificing sophistication. The inclusion of the exclusive "Vault Room" not only strengthens consumer loyalty but also adds profitable value through a curated, archival-inspired product offering. This artefact directly addresses Dior's marketing objectives around heritage preservation, loyalty, and digital engagement, positioning the brand for long-term success in the changing luxury industry. The following sections will evaluate the financial, operational, and strategic feasibility of implementing this innovation, and reflect critically on its risks, opportunities, and contribution to Dior's wider brand and business vision.

Dior Mémoire A Digital Tapestry

(Fig. 57)



Financial and Strategic Overview

Section 6: Costings, Risk, Opportunity, and Sensitivity



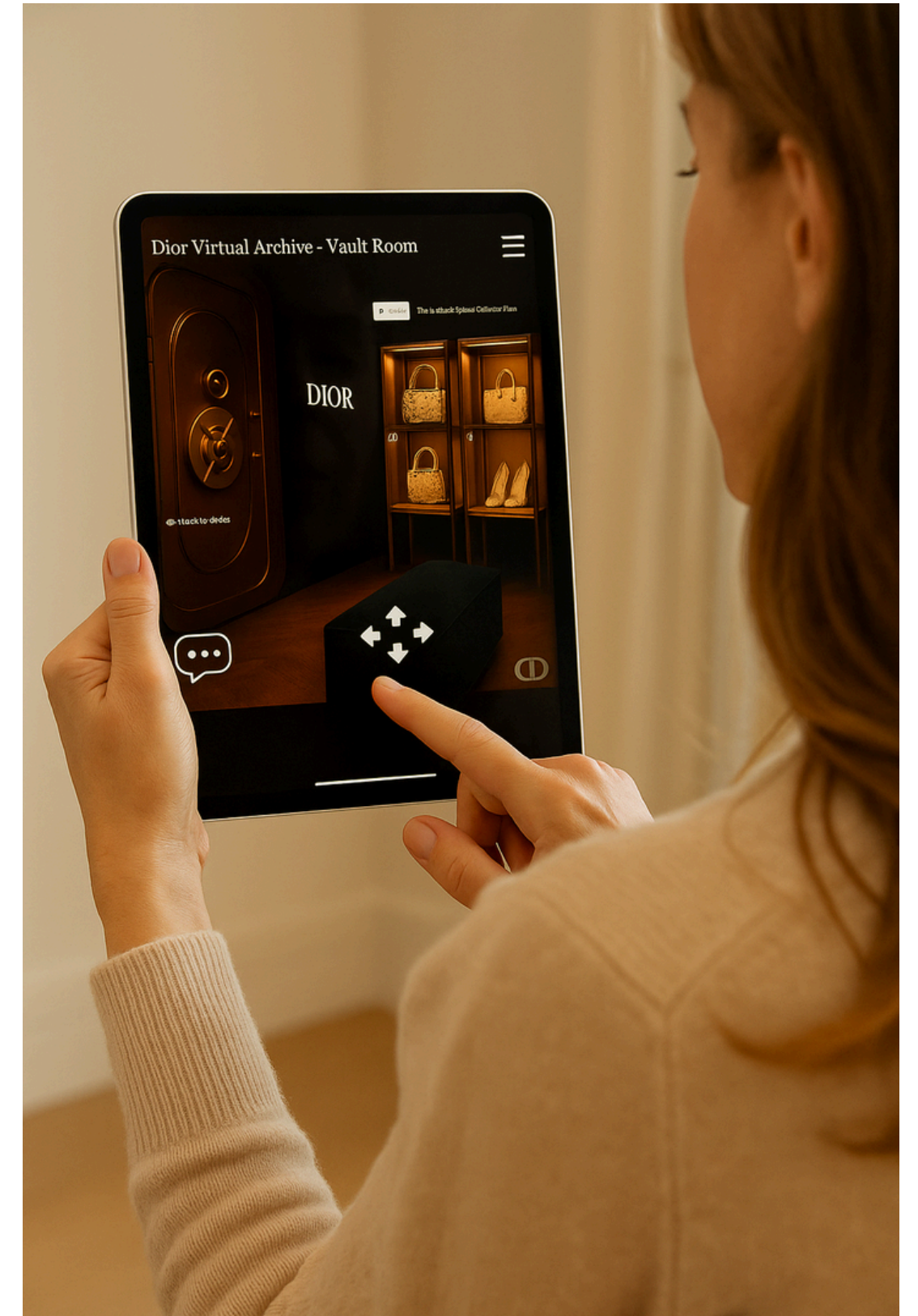
{Fig. 58}

6.1

The successful implementation of Dior Mémoire requires a carefully considered investment that reflects both the status of the Dior brand and the strategic importance of digitally engaging Gen X consumers through heritage led innovation. Based on recent industry scales, the estimated total cost is projected between £1.3 and £1.7 million, following current investments made by heritage luxury brands in immersive, tech-integrated experiences (Business of Fashion and McKinsey, 2024; Deloitte, 2023).

Digital Archive Development is expected to require approximately £450,000, covering high-end UI/UX design, AR integration, secure cloud-based hosting, and multilingual accessibility. The archive must not only offer a rich and seamless experience but also remain intuitive and easy to navigate particularly for Gen X users who may be less digitally confident (Mintel, 2024).

Content Creation is projected at £350,000, with costs covering the digitization of Dior's most iconic archival pieces, production of high-definition craftsmanship videos, interactive timelines, and heritage storytelling components. These elements are essential to emotionally engage consumers and reinforce Dior's legacy (Sahota, 2024).



{Fig. 59}

6.1



{Fig. 60}

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6.2

While Dior Mémoire provides significant potential, its success depends on anticipating plus managing key operational and brand related risks. A primary concern is consumer resistance, particularly among Gen X, who may perceive digital platforms as complex or disconnected from traditional luxury values. Without clear communication and educational support, even an elegantly designed archive risks underutilization (Intel, 2024). This can be mitigated through carefully developed video tutorials, personalized onboarding, and 24/7 live digital assistance, which together ensures a confident, smooth user experience.

Another risk is implementation cost overruns, particularly given the resource intensive nature of AR/VR integration and high-resolution content production. To control this, a phased roll out is recommended starting with core archival features and expanding into more interactive elements based on real time user feedback and engagement analytics (Deloitte, 2023).

Finally, there is the risk of digital misalignment, where excessive innovation may feel inconsistent with Dior's heritage led identity. This can be prevented by ensuring all design decisions are made in close collaboration with Dior's heritage and creative teams, keeping storytelling, craftsmanship, and timeless elegance at the centre of the digital experience (Sahota, 2024).

By proactively addressing these risks, Dior can ensure that digital innovation enhances rather than disrupts its brands historic equity.



6.3

The development of Dior Mémoire unlocks significant strategic opportunities for Dior, both in reinforcing its core brand values and expanding its global digital presence. Most notably, it provides a clear pathway to deepening loyalty among Gen X consumers, a demographic historically underserved by digital strategies yet highly responsive to heritage-rich storytelling and experiences rooted in craftsmanship (Mintel, 2024). By offering educational, beautifully curated digital access to Dior's archives, the brand reinforces emotional attachment and long-term engagement.

Furthermore, Dior is uniquely positioned to differentiate itself from competitors. While many luxury brands invest in digital, few have created immersive platforms that place heritage at the core of the experience. This positions Dior not only as a digital adopter but as an innovator that honours tradition, strengthening its digital equity in an increasingly experience-led market (Deloitte, 2023).

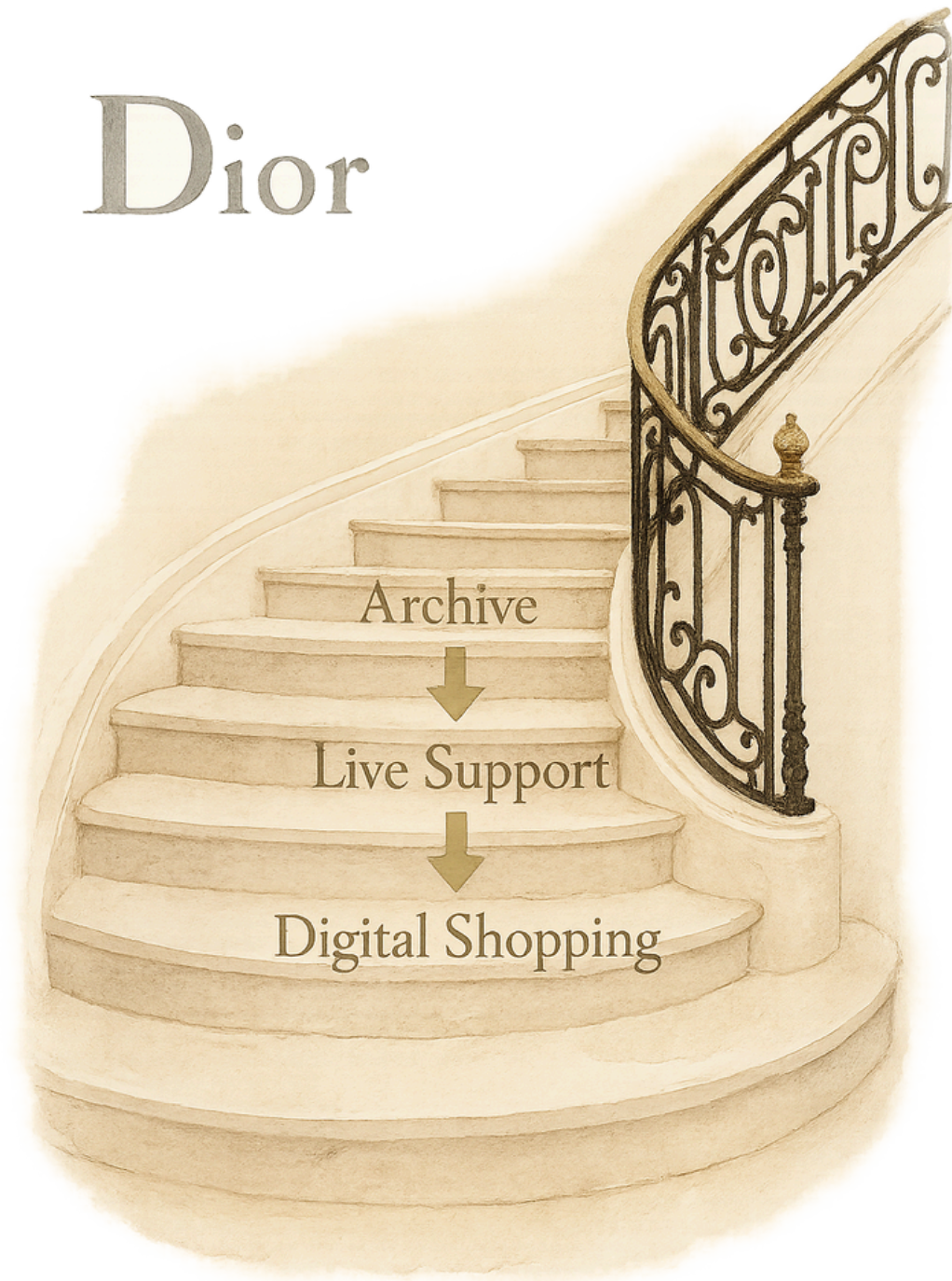
There is also significant expansion potential in high-growth markets such as Asia-Pacific, where High Net Worth Individuals value digital exclusivity, legacy, and access to premium brand experiences (Business of Fashion and McKinsey, 2024). Strategically, the artefact aligns with the Engage and Convert stages of the RACE model and supports both market penetration and product development under Ansoff's Matrix, making it a commercially and culturally relevant growth tool.



{Fig. 61}

6.4

Dior



{Fig. 62}

While Dior's digital strategy through the Dior Mémoire is rooted in long-term brand building, it must remain adaptable to external economic and market shifts. In the event of an economic decline, discretionary spending may decrease, particularly around non-essential digital innovations. Although luxury fashion has historically shown resilience during recessions, high-tech investments could be deprioritized if not directly tied to revenue (Deloitte, 2023). This risk can be mitigated by emphasizing the platform's role in strengthening customer loyalty rather than simply acting as a new sales channel.

Inflation and rising technology costs also pose risks, particularly for the high production value required in crafting immersive VR experiences. In order to address this, Dior could implement a phased rollout, starting with core archive storytelling before expanding into live concierge support or exclusive digital shopping features, ensuring flexibility in spend and execution.

Additionally, ongoing shifts in consumer behaviour particularly the balance between digital convenience and the desire for tangible, in-person luxury must be monitored. Gen X, in particular, values physical engagement and may resist completely digital alternatives. Due to this Dior's messaging should position the digital archive as a value-added extension of Dior's in-store experience, not a replacement. This reinforces the brand's identity while offering educational, guided access to those who may be digitally cautious (Intel, 2024).

Ultimately, success will rely on scalability, clarity, and continued alignment between modern technology and timeless Dior values (Business of Fashion and McKinsey, 2024).

6.5

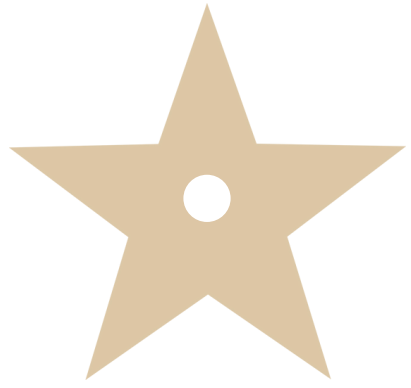
This section has shown that the Dior Mémoire is both innovative and realistic, combining Dior’s heritage with modern digital strategies in a way that directly appeals to Gen X. The proposal is financially and operationally achievable, with clear opportunities and manageable risks. With a strong focus on clarity, storytelling, and strategic fit, the next section will reflect on the project’s development and evaluate its overall impact.



{Fig. 63}



{Fig. 64}



Conclusion

Section 7: Final Reflections on Impact, Strategy, and Legacy



7.1

Dior's core challenge lies in preserving its rich heritage while strengthening consumer loyalty particularly among Gen X amidst rising digital expectations. This dissertation has demonstrated that a heritage-led digital strategy, centred around Dior Mémoire: A Digital Tapestry, effectively bridges that gap. By offering immersive storytelling, interactive archival access, and exclusive digital experiences, the proposed strategy caters to Gen X's desire for authenticity, clarity, and emotional connection. These digital tools are not just functional they are deeply brand-aligned, elevating Dior's positioning as a brand that innovates with intention, respects tradition, and leads in luxury without losing its essence.



7.2

Dior's heritage-focused digital strategy stands out in a market saturated with rapid, tech-led activities that often lack depth or brand alignment. Dior Mémoire provides a clear competitive advantage by setting a new standard for how luxury brands can embrace innovation without compromising authenticity. By placing storytelling and craftsmanship at the centre of its digital development, Dior positions itself as a leader in meaningful, heritage-driven luxury innovation.

7.3

The demand for immersive, story-led digital luxury experiences is set to grow, especially among Gen X and high net worth individuals in emerging markets like Aisa (Intel, 2024). These consumers seek exclusivity, clarity, and authenticity online. Dior Mémoire directly addresses this need. Deloitte (2023) highlights digital heritage as key to future luxury growth, while McKinsey & Company (2024) confirms that emotional digital engagement is now essential for building brand equity in a competitive global market.



7.4

Dior Mémoire: A Digital Tapestry serves as a key strategic tool in implementing Dior's digital vision by reimagining its heritage in a modern, interactive format targeted to Gen X. It supports growth through elevated digital engagement, reinforces brand equity by celebrating craftsmanship and legacy, and offers meaningful differentiation within the luxury sector. Far beyond a creative concept, the artefact functions as a practical platform for market penetration, Gen X re-engagement, and long-term brand loyalty designed with clarity, exclusivity, and education at its core (Intel, 2024; Deloitte, 2023).

7.5

While Dior Mémoire requires a substantial upfront investment, the long-term return in brand loyalty, Gen X re-engagement, and digital market differentiation justify the cost. Its scalable design and cost-efficient maintenance model support lifetime value growth through improved retention and sustained emotional connection with Dior's consumers.

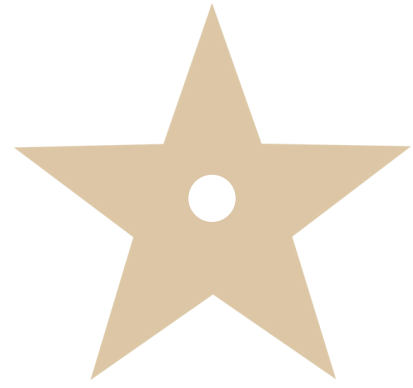


7.6

While risks like Gen X tech hesitancy and cost escalation are valid, the opportunities for digital leadership, loyalty growth, and differentiation outweigh them. With strong safeguards phased rollout, education led onboarding, and close collaboration between digital and heritage teams the strategy remains controlled, brand aligned and built for adaptability.

In the future Dior should explore deeper heritage let digital experiences with tangible touchpoints, expand virtual access in emerging markets, and leverage consumer data to personalize future campaigns. Ongoing monitoring of Gen X digital behaviours and evolving technologies with will be crucial in staying relevant without compromising simplicity, exclusivity, or the integrity of the brand experience.





Reflection and Evaluation

Section 8: Reflections on Process and Development



{Fig. 67}

8.1

Undertaking this dissertation has significantly improved my abilities as a researcher, especially my confidence in conducting thorough primary and secondary research. Before this project, I often struggled to combine secondary insights with my primary data, but through careful analysis and application of frameworks such as Ansoff's Matrix and the Consumer Decision Journey, I've learned to integrate these elements clearly and effectively. Managing a long-term project significantly improved my time management and organisational skills, helping me to plan my workload strategically despite my ADHD and dyslexia. I overcame significant challenges, including periods of heightened anxiety, by creating structured timelines and breaking tasks into smaller more manageable goals. Additionally, I learned to utilise new digital tools and visual aids effectively, helping me organise my thoughts clearly and enhancing my overall academic confidence. This dissertation process has not only strengthened my resilience but has also given me greater insight into my personal strengths, building a solid foundation for my future academic and professional growth.



{Fig. 68}



{Fig. 69}



{Fig. 70}



{Fig. 71}

Where the journey began ~ Paris, Spring 2024

8.2



{Fig. 72}

I approached this dissertation with a strong interest in luxury heritage brands, which has always been my niche within the fashion industry. However, I intentionally chose to explore digital innovation something I initially knew very little about because I wanted to challenge myself and grow beyond my comfort zone. This process has been incredibly eye-opening, both professionally and personally. I've come to understand that technology and heritage are not opposing forces in luxury, when used with intention digital tools can enhance storytelling, deepen emotional connection, and preserve brand legacy. My research into Gen X engagement was particularly impactful, revealing an often-overlooked consumer group with high loyalty but specific digital expectations. These findings are highly relevant to the current state of the luxury industry, where many brands are struggling to innovate without alienating core audiences. This project has helped me develop a more holistic view of brand strategy and the role digital plays in shaping the future of luxury.

8.3

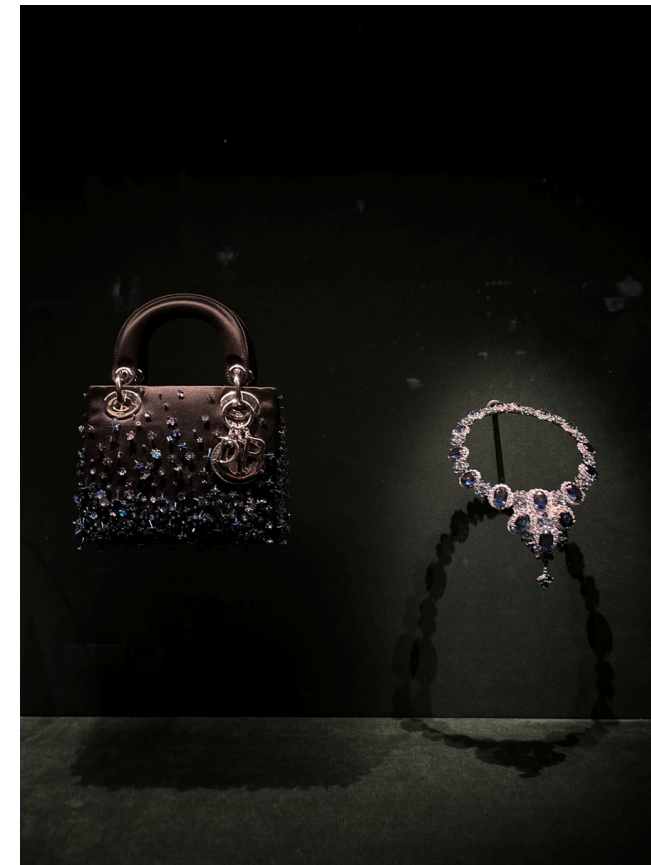
This project has taught me a lot about both my strengths and the areas I must improve upon. If I were to start again, I would begin much earlier, particularly with my primary research. While the interviews provided valuable insights, I now realize that incorporating a wider range of methods such as a survey would have strengthened the findings and made them more conclusive. I also would have chosen a less ambitious artefact, designing a digital archive without having any background in technology was challenging, and although I'm proud of the concept, the execution pushed my limits. I've learned that planning ahead and allowing more time for unexpected obstacles is essential, especially when working with external participants. Despite these challenges, I've grown immensely developing stronger research, strategic thinking, and communication skills. This process has solidified my interest in heritage-focused brand strategy and given me the confidence to explore digital marketing more seriously in my professional future.



{Fig. 73}



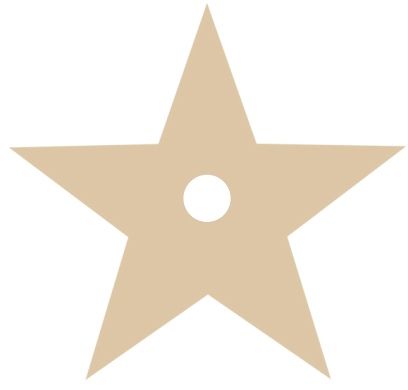
{Fig. 74}



{Fig. 75}

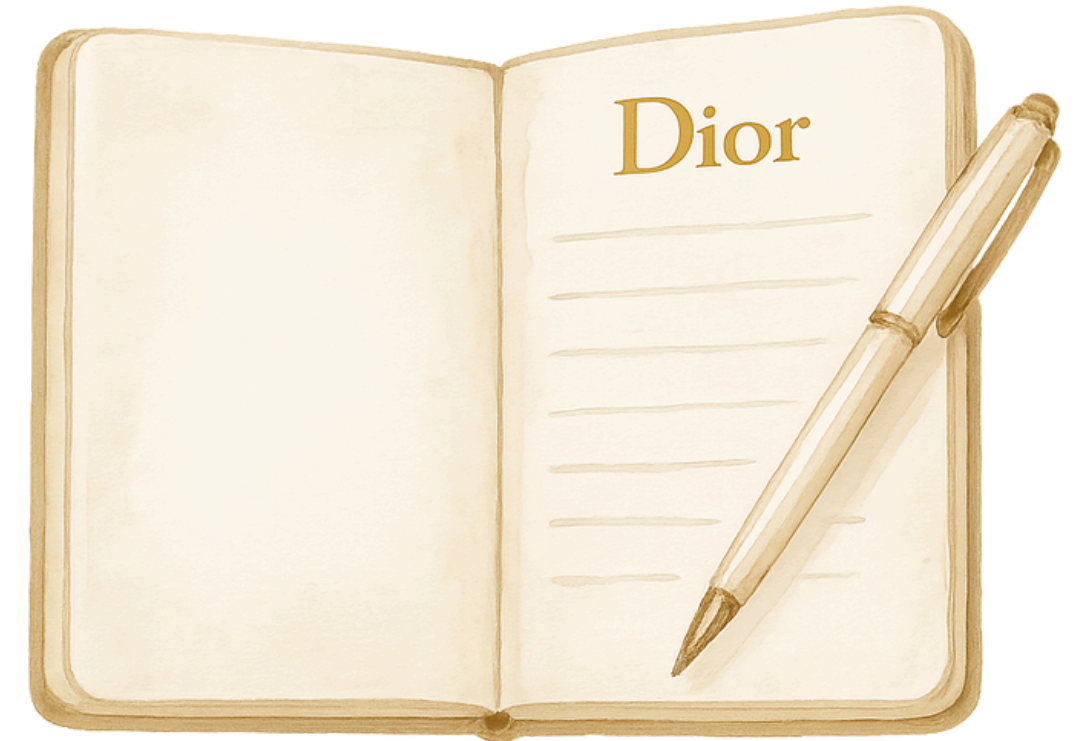


{Fig. 76}



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A full list of cited academic, industry, and image sources



{Fig. 77}

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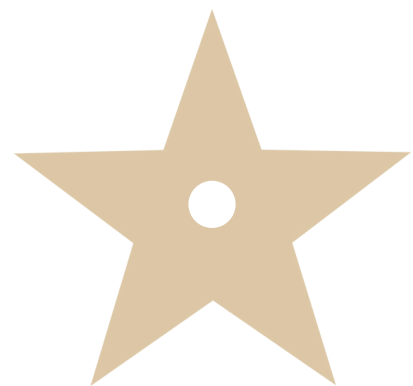
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Appendices

Supporting Materials and Additional Documentation



{Fig. 78}

Appendix A – Interview Transcript with WP**Conducted by KH (Final Year BA Fashion Marketing Student, London College of Fashion)****Date:** 8 April 2025**Method:** Semi-Structured Interview**Purpose:** To explore Gen X consumer attitudes and expectations around digital engagement in luxury fashion, and to gather professional insights on how experiential retail and digital integration could be aligned with heritage branding, particularly in relation to Dior.

Note: Names have been anonymized for confidentiality.

KH: Thanks so much again for taking the time to speak with me. Today, I'm conducting an interview to gather insights for my dissertation, which focuses on how Dior is integrating technology into its brand experience.

I'll be recording our conversation to ensure I don't miss any of your valuable feedback, but please don't worry all the information we discuss will be used strictly for academic purposes and will be kept confidential. If at any point a question is unclear or you need further explanation on any terms, don't hesitate to ask me to clarify. Are you comfortable with this and can we proceed with the recording?

WP: Sure, I am of course happy to help. A lot of the people I work with at Harry Rosen and Zegna are actually ex-Dior people, so I hear bits and pieces about the brand. I've also got some contacts who are still directly tied to Dior if you need someone specific.**KH:** That would be amazing anyone with insight into the brand adds valued context to my dissertation.**WP:** No problem. Fire away ask whatever you'd like.**KH:** First, when you visit fashion brands like Dior online, what do you tend to do? Do you go straight to browsing collections, reading about products, or just making purchases?**WP:** As a Gen X guy, I'm pretty function led. I usually go in with a purpose like, "I need new shoes." That's often where I start. From there, I might filter by brand or department. So I'll go, "Okay, what's new in men's footwear?" Then I break it down further. It's very category driven.**KH:** So, you'd say product interest leads the journey?**WP:** Exactly. I also look for incentives like Harry Rosen's loyalty program. The more you spend, the more points you get. It's less about direct discounts and more about long-term value, which Gen X really appreciates. Also, brands tend to retarget us based on what we've bought. But sometimes they miss the mark you don't need five lawnmowers if you just bought one. A better move is to suggest products that complement something you've already bought.

KH: That aligns with what I've been researching on personalization and intuitive digital journeys.

WP: Yeah, for sure. It's about offering real utility, not just flashy tech.

KH: Have you ever encountered frustrating digital features when shopping?

WP: Fit and color representation are big ones. There's nothing more annoying than ordering something described as "navy blue" that turns out almost black. And sizing "slim fit" means different things to different brands. That lack of clarity drives returns and frustration. We need consistency.

KH: Are there tech features you think could help?

WP: Absolutely. Seeing clothes on real people, not just super-thin models. Brands like Brunello and maybe even Sandro are doing better here adding 360 views, even spin functionality. I'd love to see that go further. I know there's tech where you can try on clothes digitally via avatar, but right now it's super expensive. Still, it's a path we're going down.

KH: How do you feel about luxury brands using digital tools like virtual showrooms or exclusive online releases?

WP: Virtual showrooms are early days, but I think they'll catch on. There's a real appetite for experiential shopping, especially from our generation. If it feels like an experience, not just a transaction, we're more likely to engage and spend.

KH: That's a great point. Would you say that for Gen X, digital is more appealing when there's still a human touch?

WP: Definitely. I think that's one of the biggest things brands miss. We don't reject technology we just don't always see the benefit right away. If it's too abstract or impersonal, we tune out. But if someone we trust like an associate, for example uses technology to enhance that relationship, then it clicks. For Gen X, it's not that we don't want to embrace digital. We just need to understand how it helps us and see that it's relevant. Make it physical, and we're in.

KH: That's a really helpful clarification. How do you feel about Dior or similar brands ensuring their digital presence reflects their history and values?

WP: I think it's huge. Especially now, people are skeptical. They want to know what they're buying and why it matters. We're loyal to heritage because we associate it with quality. And if something goes wrong, we're more forgiving when we feel connected to the story or the brand's roots.

KH: Have any luxury brand campaigns really stuck with you?

WP: Well, the Dolce & Gabbana misstep comes to mind they totally alienated a massive consumer base with culturally insensitive remarks. That kind of misalignment kills trust. On the other hand, brands like Tiffany's have rebounded because they lean into their legacy. It shows the power of strong brand equity when history is communicated well.

KH: Do you think digital features like fashion shows, archives, or online storytelling help make brands like Dior feel more accessible or more distant?

WP: I think they actually help. A virtual show or archive lets someone like me who maybe doesn't live near a flagship store see what's happening and get inspired. I may not buy every piece, but it deepens the relationship with the brand. That inspiration factor crosses generations.

KH: When you think about luxury brand experiences, do you prefer to shop online or in-store?

WP: Ideally both. Gen X shoppers often do the research online but still want that in-store touchpoint provided it's a good experience. No one wants to feel judged or dismissed. But if there's a trusted associate and I've been recommended to them, then I'll go in. Otherwise, online might feel safer.

KH: What could brands do to improve the online experience specifically for Gen X?

WP: They need to merge digital and physical better. Use the associate relationship to drive digital engagement like "Hey, here's something I thought you'd like based on our last chat." It makes it feel curated. The worst is when stores push people online without support. People feel abandoned. That's not how loyalty is built.

KH: Final question would you personally be interested in Dior offering a digital archive of past collections or an interactive way to learn about their craftsmanship?

WP: Absolutely. That would be very cool. I think it bridges self-exploration and storytelling. A kind of guided discovery would be very engaging. I'd definitely interact with something like that.

KH: Amazing thank you so much, this was incredibly helpful.

WP: No problem at all. Glad to support!

Appendix B – Interview Transcript with KL**Conducted by KH (Final Year BA Fashion Marketing Student, London College of Fashion)****Date:** 13 April 2025**Method:** Semi-Structured Interview**Purpose:** To gain consumer-facing insight into how Dior's current digital practices are perceived by its Gen X clientele, and to explore opportunities for better alignment between Dior's heritage and its digital strategies.**Note:** Names have been anonymized for confidentiality.

KH: Hi, my name is Kaitlyn, and I'm a final-year Fashion Marketing student at London College of Fashion. Today, I'm conducting an interview to gather insights for my dissertation, which focuses on how Dior is integrating technology into its brand experience.

I'll be recording our conversation to ensure I don't miss any of your valuable feedback, but please don't worry all the information we discuss will be used strictly for academic purposes and will be kept confidential. If at any point a question is unclear or you need further explanation on any terms, don't hesitate to ask me to clarify. Are you comfortable with this and can we proceed with the recording?

KL: Yeah, absolutely. I don't work directly in marketing, but you can definitely pick my brain from a consumer and brand experience perspective. I'm Gen X myself, and I'm quite familiar with Dior, so I can give you insights on what resonates with people my age.

KH: Awesome. Just a starting question, how do you normally interact with fashion brands online? What digital tools and features do you use as a consumer?

KL: As a Gen X consumer, I mainly start with the Dior website it's where everything begins. But what really helps is when I've built a relationship with an associate. Once you get to that point, they'll send you personalized links and product cards based on your preferences and previous conversations. That really narrows down the options and gives you that tailored experience. I think for people my age or at least for me, that personal connection digitally or in-store is really key.

KH: Are there any digital features that you think are frustrating or confusing for consumers to use? Are there any that you find particularly useful or simple?

KL: Personally, I think simplicity is everything. My generation tends to appreciate when you can just click a link, pay easily, and be done. That sort of functionality makes digital feel less overwhelming. Dior's website is actually quite user-friendly, straightforward, and clean. There's nothing overly complicated, which I think works well for my generation. But once things get overly "techy" without clear payoff, we tend to tune out.

KH: How do you feel about luxury brands offering new digital features, like virtual showrooms or exclusive online releases especially for heritage brands like Dior?

KL: It's definitely a balancing act. A lot of Gen X grew up with that old school luxury experience, so we still want to feel the full service going into the boutique, speaking with someone, building a relationship. But that doesn't mean we're against digital. It just has to be meaningful. When Dior does online exclusives or special collaborations, I think that works if it still feels true to the brand's roots.

KH: How important do you think it is that Dior's digital presence reflects its history and heritage?

KL: Very, very important. We're in a time where a lot of people are pulling back from physical shopping especially with the economy being what it is. Gen X might not be flooding into stores like before, but we still care a lot about brand identity. If we're browsing online and Dior can present their heritage in a way that draws me in that's powerful. It's about staying relevant without losing authenticity.

KH: Can you think of any examples where Dior has successfully merged its heritage with digital innovation?

KL: Not so much on the consumer-facing side, but internally, I've seen Dior get better with their associate app. From a clientele perspective, it's gotten much smarter. It lets associates log birthdays, vacations, preferences so even digitally, they can keep things personal. That kind of thoughtful innovation helps maintain that heritage service feel. It's less about flashy tech and more about enhancing relationships, which Gen X really values.

KH: What do you think about Dior using technologies like virtual reality or AI? Do you feel that fits with the brand's heritage?

KL: That's a tough one. Coming from Gen X, I can say we still want that emotional, human experience. I once had the chance to go to Paris with Dior and that kind of memory just can't be replicated by AI. But I do think there's potential in virtual experiences, especially if they inspire aspiration. If I can explore a virtual version of a Paris location, it might get me dreaming about booking that trip again one day. I think the key is not replacing the real thing entirely but enhancing the journey toward it.

KH: Have you noticed any changes in how Dior uses digital media to communicate? Do you feel it's still the same luxury brand?

KL: I think they've stayed remarkably true to who they are. Dior doesn't try to be trendy just for the sake of it, which I actually appreciate. From a Gen X point of view, that consistency builds trust. The messaging still feels luxurious and refined.

KH: Over the past year, have any Dior digital campaigns caught your attention? What did you like or dislike about them?

KL: There was this digital Christmas card that looked almost 3D when you scanned it, it kind of came to life. I thought that was pretty cool. It didn't necessarily make me want to buy more, but it felt fresh without being gimmicky. That's the sweet spot.

KH: I know you don't work directly in marketing, but if you could give Dior advice on how to improve their digital marketing for Gen X, what would you say?

KL: I think they do a decent job, especially when celebrities or campaign ambassadors post on platforms like WeChat. That does resonate. But I think they could take it a step further. From my perspective and I hear this from others in my age group too we don't avoid innovative technology because we don't want to use it. It's just that we often don't understand how it works, how it benefits us, or how it's even relevant. If Dior could simplify the digital experience, show its value clearly, and make it feel physical, it would land better. We need to see the "why" behind the technology.

Also, especially now, with tighter budgets, we're looking to justify our luxury purchases. Seeing someone we admire like an athlete or actor wearing Dior does have influence. That sort of cultural connection still matters to us.

KH: When you think about online shopping or interacting with luxury brands, what kind of digital experiences do you find most engaging or enjoyable? For example, online tours of collections, exclusive online events, interactive features?

KL: I like the idea of something that helps me build a look. Say I'm interested in a jacket and if it automatically shows matching pieces or suggested styling, that's useful. But again, my generation often knows exactly what we want. We're efficient. If something catches our eye, we click and buy. So, any extra features need to feel helpful, not distracting.

KH: Finally, if Dior offered a way to explore current and past collections online allowing users to see details up close and learn about the craftsmanship and history how likely do you think consumers would be to use it?

KL: I think that would go over really well. We want to know what we're paying for. When I see a bag priced at \$8,000, I want to know the story behind it. Videos that show how it's handmade, how long it took that really resonates. Dior does some of that already, but more would be welcome. It definitely connects me more emotionally to the product and justifies the high price.

KH: Perfect. Thank you so much that was really helpful.

KL: No problem. I'm happy to help.

Appendix C – Interview Guide

Interview Format: Semi-Structured

Purpose: To explore perceptions and expectations of Dior's digital strategy, particularly from Gen X consumers, in relation to brand heritage, consumer loyalty, and experiential engagement. Questions were tailored to suit the background and perspective of each interviewee while maintaining consistency with the dissertation's research objectives.

Core Interview Questions

Section 1: Introduction and Consent

1. Brief introduction of the researcher, the dissertation topic, and its academic purpose
2. Explanation of confidentiality and voluntary participation
3. Permission to record and proceed with the interview

Section 2: Digital Behaviours and Touchpoints

4. When visiting fashion brand websites (e.g. Dior), what actions do you typically take?
5. Do you usually browse collections, search for specific products, read brand content, or shop directly?
6. What do you value most in your digital experience with luxury fashion brands?

Section 3: Frustrations and Opportunities

7. Have you ever encountered frustrating or confusing digital features on luxury brand websites or apps?
8. Are there any features you find particularly intuitive or helpful when shopping online?

Section 4: Perceptions of Digital Innovation

9. How do you feel about heritage luxury brands offering new digital features (e.g., virtual showrooms, exclusive online releases, immersive content)?
10. Do you feel these innovations support or conflict with Dior's brand image?

Section 5: Technology and Generation

11. Do you think your generation (Gen X) embraces digital experiences in luxury fashion?
12. Do you feel that the challenge is a lack of willingness or a lack of understanding of the benefits and relevance of such technologies?

Section 6: Brand Heritage and Authenticity

13. How important is it to you that a brand like Dior reflects its history and traditions through its digital presence?
14. Have you seen any examples positive or negative where a brand successfully or unsuccessfully integrated heritage with technology?

Section 7: Digital Engagement and Loyalty

15. What type of digital experiences do you personally find most engaging or enjoyable? (e.g., virtual fashion shows, digital styling tools, online archives)
16. Would you be interested in accessing past Dior collections or learning more about craftsmanship through a digital archive?

Section 8: Recommendations

17. What would you advise Dior (or similar luxury brands) to do in order to appeal more effectively to Gen X consumers through digital strategy?

Appendix D – Consent Forms

Ual:

INVITATION TO PARTICIPATE IN A RESEARCH PROJECT

PARTICIPANT INFORMATION

Project Title: Preserving Heritage: How Dior can Strengthen Consumer Loyalty and Positioning Through Digital Strategies
 Student Lead: Kaitlyn Humphrys – BA (Hons) Fashion Marketing and Consumer Behaviour
 London College of Fashion, University of the Arts London
 Email address: k.humphrys0320221@arts.ac.uk
 Phone number: +447377954763 or +17807006076

Dear Wes Purdie,

You are invited to participate in an academic research project as part of my final year dissertation. This study aims to explore how luxury fashion brand Dior can integrate digital strategies that both preserve its heritage and enhance consumer loyalty, with a particular focus on Gen X and older Millennial consumers.

Please read the following information carefully and be confident that you understand its contents before agreeing to participate.

Why have you been approached?

You have been invited to participate because you are either a consumer within Dior's target demographic (Gen X) who can provide insight into digital engagement and luxury brand experience.

If I agree to participate, what will I be required to do?

You will be asked to take part in a semi-structured interview lasting approximately 30 minutes. The interview will be audio recorded (with your consent) and conducted online or in person depending on your preference.

What are the possible risks or disadvantages?

There are no known risks associated with participation. You are free to decline to answer any questions or withdraw from the interview at any time without penalty.

What are the benefits associated with participation?

While there is no direct personal benefit, your insights will contribute meaningfully to academic research on the future of digital engagement in luxury fashion.

What will happen to the information I provide?

Your responses will be anonymised and used solely for academic purposes. Audio recordings will be stored securely and destroyed after transcription and assessment. Anonymised excerpts may be used in the final dissertation and supporting materials.

What are my rights as a participant?

- The right to withdraw from participation at any time

Ual:

- The right to request that any recording cease
- The right to have any data withdrawn and destroyed, provided it can be reliably identified, and provided that so doing does not increase the risk for the participant.
- The right to be de-identified in any photographs intended for public publication, before the point of publication
- The right to have any questions answered at any time.

Whom should I contact if I have any questions or want to withdraw my consent?

For further questions or to withdraw your consent, please contact:
 Kaitlyn Humphrys
 Email: k.humphrys0320221@arts.ac.uk

PRIVACY NOTICE

Your personal data will be processed by University of the Arts London on its managed systems for research purposes with your explicit consent. It will not be shared with any external organisations. All data will be anonymised and deleted after assessment or on request.

You can find more information about UAL and your privacy rights at www.arts.ac.uk/privacy-information.

CONSENT TEMPLATE

1. I have had the project explained to me, and I have read the information sheet
2. I agree to participate in the research project as described
3. I agree to the items checked below:

- I have read and understood the Participant Information Sheet
- I voluntarily agree to participate in this research
- I agree to be interviewed
- I agree to the interview being audio recorded
- I understand that anonymised information may be used in the final dissertation

4. I acknowledge that:

- (a) I understand that my participation is voluntary and that I am free to withdraw from the project at any time and to withdraw any unprocessed data previously supplied (unless follow-up is needed for safety).
- (b) The project is for the purpose of research. It may not be of direct benefit to me.
- (c) The privacy of the personal information I provide will be safeguarded and only disclosed where I have consented to the disclosure or as required by law.
- (d) The security of the research data will be protected during and after completion of the study. The data collected during the study may be published. Any information which will identify me will not be used.

Ual:

Participant's Consent

'I agree to the above as indicated and give my explicit consent under GDPR Art.6(1)(a) and Art.9(2)(a) for my personal data to be processed by UAL as indicated on this form, including any special category data I may choose to provide'

Participant : Wes Purdie Date: 07/04/2025
 : _____
 (Signature)

ual:

INVITATION TO PARTICIPATE IN A RESEARCH PROJECT

PARTICIPANT INFORMATION

Project Title: Preserving Heritage: How Dior can Strengthen Consumer Loyalty and Positioning Through Digital Strategies
 Student Lead: Kaitlyn Humphrys – BA (Hons) Fashion Marketing and Consumer Behaviour
 London College of Fashion, University of the Arts London
 Email address: k.humphrys0320221@arts.ac.uk
 Phone number: +447377954763 or +17807006076

Dear Kris Lida,

You are invited to participate in an academic research project as part of my final year dissertation. This study aims to explore how luxury fashion brand Dior can integrate digital strategies that both preserve its heritage and enhance consumer loyalty, with a particular focus on Gen X and older Millennial consumers.

Please read the following information carefully and be confident that you understand its contents before agreeing to participate.

Why have you been approached?

You have been invited to participate because you are either a consumer within Dior's target demographic (Gen X) who can provide insight into digital engagement and luxury brand experience.

If I agree to participate, what will I be required to do?

You will be asked to take part in a semi-structured interview lasting approximately 30 minutes. The interview will be audio recorded (with your consent) and conducted online or in person depending on your preference.

What are the possible risks or disadvantages?

There are no known risks associated with participation. You are free to decline to answer any questions or withdraw from the interview at any time without penalty.

What are the benefits associated with participation?

While there is no direct personal benefit, your insights will contribute meaningfully to academic research on the future of digital engagement in luxury fashion.

What will happen to the information I provide?

Your responses will be anonymised and used solely for academic purposes. Audio recordings will be stored securely and destroyed after transcription and assessment. Anonymised excerpts may be used in the final dissertation and supporting materials.

What are my rights as a participant?

- The right to withdraw from participation at any time

ual:

- The right to request that any recording cease
- The right to have any data withdrawn and destroyed, provided it can be reliably identified, and provided that so doing does not increase the risk for the participant.
- The right to be de-identified in any photographs intended for public publication, before the point of publication
- The right to have any questions answered at any time.

Whom should I contact if I have any questions or want to withdraw my consent?

For further questions or to withdraw your consent, please contact:
 Kaitlyn Humphrys
 Email: k.humphrys0320221@arts.ac.uk

PRIVACY NOTICE

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CONSENT TEMPLATE

1. I have had the project explained to me, and I have read the information sheet
2. I agree to participate in the research project as described
3. I agree to the items checked below:

- I have read and understood the Participant Information Sheet
 I voluntarily agree to participate in this research
 I agree to be interviewed
 I agree to the interview being audio recorded
 I understand that anonymised information may be used in the final dissertation

4. I acknowledge that:

- (a) I understand that my participation is voluntary and that I am free to withdraw from the project at any time and to withdraw any unprocessed data previously supplied (unless follow-up is needed for safety).
- (b) The project is for the purpose of research. It may not be of direct benefit to me.
- (c) The privacy of the personal information I provide will be safeguarded and only disclosed where I have consented to the disclosure or as required by law.
- (d) The security of the research data will be protected during and after completion of the study. The data collected during the study may be published. Any information which will identify me will not be used.

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Participant's Consent

'I agree to the above as indicated and give my explicit consent under GDPR Art.6(1)(a) and Art.9(2)(a) for my personal data to be processed by UAL as indicated on this form, including any special category data I may choose to provide'

Participant : Kris Lida Date: 12/04/2025
 (Signature)

Appendix E – Thematic Coding Table: Interview Analysis

Theme	Code	Description	Example Quote
Digital Convenience	Ease of Use	Mentions of functionality, ease of payment, or site navigation	"Gen X tends to appreciate when you can just click a link, pay easily, and be done." – KL
Technology Hesitation in Gen X	Understanding Tech	Challenges around understanding or engaging with new digital features	"It's not that we don't want to embrace digital. We just need to understand how it helps us and see that it's relevant." – WP
Heritage & Brand Identity	Maintaining Tradition	Need for digital strategies to reflect brand history and craftsmanship	"We're loyal to heritage because we associate it with quality." – WP
Personalized Experience	Associate-Driven Engagement	The value of clientele and personalization through relationships	"You get personalized links and product cards based on your preferences and previous conversations." – KL
Experiential Luxury	Virtual & In-Person Fusion	Desire for hybrid experiences that feel immersive and elevated	"If it feels like an experience, not just a transaction, we're more likely to engage—and spend." – WP
Visual Accuracy	Representation of Product	Concerns around online product imagery and sizing mismatches	"You say it's gonna be blue, but it's actually almost black." – WP