



Routledge Studies in Luxury Management

LUXURY MARKETING, SUSTAINABILITY AND TECHNOLOGY

THE FUTURE OF LUXURY MANAGEMENT

Edited by
Park Thaichon and Sara Quach



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Luxury Marketing, Sustainability and Technology

Luxury Marketing, Sustainability and Technology explores how new technologies, sustainability, and relationship marketing impact and change the future of luxury brand management. Whilst the luxury industry is experiencing exponential growth, further research is vital to improve knowledge and understand how luxury management operates in the new age of marketing.

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This book is a useful reference for scholars and postgraduate researchers across luxury management and marketing, including those interested in international marketing, social media marketing, and fashion management, as well as innovation management and sustainability.

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Luxury Marketing, Sustainability and Technology

The Future of Luxury Management

**Edited by
Park Thaichon and Sara Quach**

First published 2023
by Routledge
4 Park Square, Milton Park, Abingdon, Oxon OX14 4RN

and by Routledge
605 Third Avenue, New York, NY 10158

Routledge is an imprint of the Taylor & Francis Group, an informa business

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British Library Cataloguing-in-Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-032-34291-7 (hbk)

ISBN: 978-1-032-34292-4 (pbk)

ISBN: 978-1-003-32137-8 (ebk)

DOI: 10.4324/9781003321378

Typeset in Bembo
by codeMantra

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1 Luxury Marketing and Sustainability in the South Asian Context

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1.1 Introduction

There has been an increasing amount of criticism directed at luxury brands for their lack of transparency in their supply chains, as well as accusations that they exploit animals and workers (Dekhili & Achabou, 2016; Athwal et al., 2019; Kapferer, 2017), creating growing tensions among luxury brands. Therefore, the luxury industry is slowly recognizing its responsibilities and opportunities in sourcing, manufacturing, and marketing sustainable products (Wells et al., 2021). Due to the widespread reach of luxury goods consideration of social issues is particularly important in this sector (Athwal et al., 2019), for example, fashion, vehicles, tourism, food, liquor, and fine arts (D'Arpizio & Levato, 2017; Donvito et al., 2020).

A luxury item, when compared to a non-luxury item, indicates superior quality, uniqueness, and a degree of sophistication (Dekhili & Achabou, 2016). In recent years, consumer activists have criticized luxury brands for not being transparent with sustainable business practices by accusing them of exploiting both animal and human rights while operating within the industry (Dekhili & Achabou, 2016; Kapferer & Michaut-Denizeau, 2020). Some examples include the usage of animal testing for cosmetics, the usage of exotic animal hair for clothing, forced labor, and unfair working practices in the Apparel Sector (Kapferer & Michaut-Denizeau, 2017).

Sustainability in consumption is defined as “meeting basic needs without jeopardizing future generations’ needs” (Bossink, 2002). The luxury sector has seen an increase in interest in sustainability among brand managers, scholars, policymakers, journalists, and academics (Ghosh & Varshney, 2013; Dekhili & Achabou, 2016).

In South Asian culture, luxury is used to refer to a trademark, expensive product, or higher-end foreign brands (Jain, 2022). When considering luxury retail brands, prior to the pandemic almost 30% of the luxury marketing was located outside the home countries of the consumers in South Asia (Achille & Zipser, 2020). The local population did not consume many luxury goods (Ghosh & Varshney, 2013; Dekhili & Achabou, 2016). This led to

many companies catering to tourists rather than to locals (Prokopec, 2022). COVID-19 is causing marketers to focus on how to cater to local consumers who can spend more money because they are unable to travel (Prokopec, 2022). A luxury marketer must consider how to motivate local clientele to spend locally rather than plan their purchases for travel (Prokopec, 2022).

In terms of the second shift, it is about how luxury brands are engaging with their wealthy customers through digital channels (Ranfagni & Ozuem, 2022). It was identified that Western counterparts are slow in moving at the same pace as their eastern counterparts with regard to digital savvy (Prokopec, 2022). Singapore became a regional hub in the third shift (Prokopec, 2022) even though Japan used to be the first luxury market in the last decade (Isozaki & Donzé, 2022). Most luxury companies have their headquarters in Hong Kong, but after that, China became one of their most important markets to compete in (Isozaki & Donzé, 2022; Henninger et al., 2017). It has become evident, however, that Southeast Asia has become increasingly important, especially with the growth of markets such as Indonesia, Thailand, Vietnam, and most recently the Philippines (Prokopec, 2022). There are a growing number of luxury brands opening stores there and tapping into that niche market which historically has been the domain of affluent consumers who travel and also a change in behavior in those markets that are experiencing more local consumption and growth (Prokopec, 2022). One such example is the relocation of L’Oreal’s headquarters from Hong Kong to Singapore.

The remaining sections are structured as follows. Section 1.2 provides the importance of luxury marketing and sustainability-related research by categorizing existing studies. Considering how significant the luxury industry is globally, sustainable luxury is gaining more power among luxury firms and academic research institutions as a concept that has a lot of potential (Ranfagni & Ozuem, 2022). In addition to skill, quality, and endurance, luxury is also environmentally friendly. Luxury has recently been mass-marketed (Kapferer & Michaut-Denizeau, 2017), possibly weakening its compatibility with sustainability in the South Asian Context. Section 1.3 explicates the implementations of luxury marketing and sustainability practices in the South Asian context by considering the existing research work.

1.2 Overview of the Luxury Marketing and Sustainability-Related Practices in the South Asian Context

Scholars in South Asia have focused more attention on corporate social responsibility (CSR) and sustainable activities mainly due to the reasons of climate change, declining natural diversity, and scarcity of natural resources (Dhaliwal et al., 2020). Several published literature reviews have addressed topics as diverse as the association between corporate social and sustainable engagement and financial performance to structure and foster this emerging

research field on luxury brand marketing and sustainability (Sun et al., 2021; Testa et al., 2021). It has been reported that several literature reviews were published on topics such as the relationship between CSR and financial performance (Margolis & Walsh, 2003), while more focus on consumer engagement and the impact of CSR by highlighting the responsibilities of the employees in different levels of the organization (Gond et al., 2017).

Recently, scholars have begun to investigate CSR and sustainability in the luxury sector after focusing mostly on commodity products in South Asia (Amatulli et al., 2017). Further, this change was incorporated due to a growing public interest in issues such as climate change, animal testing, forced labor, and unfair labor practices (Haunschild et al., 2019) leading luxury producers to make their business processes more sustainable. Further, existing research revealed that a result of fast-moving economies such as China do have growing luxury brand marketing and it also implies that the luxury industry is facing a shortage of resources, showing the need for the conservation of these resources (Kale & Öztürk, 2016). Finally, luxury products and brands are often considered industry models in many industries (e.g., Choi, 2014). In mass markets, companies copy luxury product-related innovations, thereby influencing societal trends.

1.2.1 Sustainability and Sustainability Consumption

Sustainable development is defined as “progress that meets the needs of the present without impairing the ability of future generations to meet their own needs”. The stages of behavioral adoption of sustainable development include knowledge, influence, conclusion, implementation, and affirmation. Sustainability varies according to context as follows (Figure 1.1) (Parris & Kates, 2003; Sharma & Rani, 2014).

Modern consumption not only meets private needs but also considers social justice and the environment (Sharma & Rani, 2014). From individuals to governments and multinational corporations, sustainable consumption

Brundtland (1987)	Pearce, Makandia & Barbier (1989)	Pearce (1989)
<ul style="list-style-type: none"> As a concept, sustainable development is development which is designed to meet the present needs without compromising the future needs of future generations 	<ul style="list-style-type: none"> A sustainable development agenda enhances real income, raises educational standards, improves health, and improves quality of life for everyone. 	<ul style="list-style-type: none"> A sustainable society is one that tries to compensate future generations for the costs of development

Figure 1.1 Evolution of the most prominent definitions of sustainability

Note: Adapted from Sharma and Rani (2014)

Table 1.1 Recent research studies which describe the factors contributing to environmental sustainability both internally and externally

Source	Internal Factors	External Factors	Context	Findings
Fischer et al. (2021)	Behavior change and self-empowerment	Sustainable consumption communication	Consumer behavior	The existing studies focus on incremental changes in individual consumer behavior with less focus on communication science and theory
Sharma and Rani (2014)	Sustainable attitude	Economic, social, and environmental dimensions	Consumer behavior	Educating children about childhood sustainable consumption will change the future sustainable consumption behavior
Laukkanen et al. (2022)	Self-empowerment	Virtual technologies	Consumer attitudes	Consumer attitudes toward sustainable consumption can potentially be influenced by virtual technologies
Weber et al. (2021)	Sustainable products and lifestyles	International food supply	Consumer behavior	Experiential marketing tools foster sustainable consumption behavior by connecting consumers to producers
Haider et al. (2022)	Sustainable attitude	Infrastructure on developing the sustainable attitudes	Consumer attitudes	Consumption with a mindful mindset involves educating consumers and providing them with the infrastructure for doing so
Kilian et al. (2022)	Personal benefits of green consumption	Nongreen counterparts	Marketing strategies	Many recent studies focus on approaches that emphasize individual benefits (e.g., healthier, more energy efficient) as well as green consumption alternatives
Sun et al. (2021)	High-end products	Effective marketing strategies	Marketing strategies	High-end consumers exhibit more sustainable behavior when purchasing high-end goods, owning them for longer periods of time and disposing of them in an environmentally friendly manner

targets everyone, across all sectors and nations (Amatulli et al., 2017). People can be motivated to consume sustainably by a variety of factors as per a recent literature review conducted by Jain et al. (2022). These four main strategies that could motivate consumers to make sustainable consumption choices are regulations by the government, organizational-level incentives, changing attitudes through education, and management of small groups/communities and moral appeals (Sharma & Rani, 2014). Table 1.1 further presents the research studies which describe the factors contributing to environmental sustainability both internally and externally.

Many scholars suggested that the current research on sustainable consumption focuses on incremental changes in individual consumer behavior with less focus on communication science and theory (Sharma & Rani, 2014; Fischer et al., 2021; Haider et al., 2022). Further, Consumer attitudes toward sustainable consumption can potentially be influenced by virtual technologies (Laukkanen et al., 2022); experiential marketing tools which foster sustainable consumption behavior by connecting consumers to producers (Weber et al., 2021; Kilian et al., 2022) and the fact that high-end consumers exhibit more sustainable behavior when purchasing high-end goods, owning them for longer periods and disposing of them in an environmentally friendly manner (Sun et al., 2021). The attitude-behavior gap in the existing studies shows the challenges faced by consumers when adopting to consumer sustainable product alternatives.

Key Takeaways

- The term sustainable development refers to progress that meets the needs of the present without impairing the ability of future generations to meet their own needs.
- Sustainable development involves knowledge, influence, conclusion, implementation, and affirmation.
- Consumers can be motivated to make sustainable consumption choices by four main strategies: concern, rewards, and moral appeals.
- Recent studies examining the factors contributing to environmental sustainability, both internally and externally, indicate the need for research with communication theory and science, usage of virtual technologies, experiential marketing tools, and the importance of high-end consumers in sustainable consumption.

1.2.2 Engaging with South Asian Luxury Consumers While Maintaining Sustainability

Before the COVID-19 pandemic period, it was reported that 30% of luxury products were happening beyond the home country of the consumer (Prokopec, 2022). For example, many luxury brands were targeting foreign consumers rather than local consumers (Prokopec, 2022). Following the

COVID-19 pandemic, marketers have had to adapt their marketing strategies to attract local consumers with extra money to spend due to their inability to travel, resulting in discounts on luxury brands even though they are not often used in luxury marketing. This also provided an opportunity for South Asia and Singapore to turn into a hub for the Asian region (Amatulli et al., 2017; Ghosh & Varshney, 2013; Jain, 2022).

Most luxury companies had their headquarters in Hong Kong until China became a giant and crucial market for them (Ghosh & Varshney, 2013; Jain, 2022). Gradually, with time, this changed into Southeast Asia becoming much more important with rapidly developing countries such as Indonesia, Thailand, Vietnam, and recently, the Philippines marketing luxury products to consumers who were among the top group of travelers in previous times (Prokopec, 2022). Markets with a greater degree of local consumption and growth are experiencing a change in behavior such as the growth of the hub of Singapore. For example, L'Oréal, for instance, shifted its headquarters to Singapore from Hong Kong (Prokopec, 2022).

While Non-Asian context-based research has focused on sustainable supply chain practices, it has not fully explored how luxury firms manage and design sustainable supply chains within the South Asian context (Sharma & Rani, 2014; Fischer et al., 2021; Jain, 2022). Additionally, sustainability offered firms a chance to differentiate their products from their competitors (Sharma & Rani, 2014; Fischer et al., 2021).

As part of the luxury market battle, there are not only economic and financial issues (customers, market share, sales, and profits) but also sustainable initiatives that meet the needs and expectations of new customers (Brandão & Cupertino de Miranda, 2022). According to Ko, Costello and Taylor (2019), luxury products may be attributed to developed markets, but their demand has significantly increased in emerging markets such as China, India, and the Middle East. It was reported in 2013 that the brand Hermès received negative publicity following Greenpeace's publication of the Fashion Duel results, a campaign aimed at raising awareness of fashion's detrimental effects on the environment, biodiversity, and humanity, and urging the luxury fashion industry to cease using hazardous chemicals (Mauer, 2014). However, the company was able to survive and still be successful with sales in Asia (especially China) with nearly 50% of the sales being made for colorful silk shawls and luxurious handbags. Known for its leather handbags and silk scarves that can be purchased for between £4,000 and £20,000 on the Hermès website, the Parisian firm stated that sales in its Asian business, including China and Korea, increased 47% in the last three months of 2020, compensating for the loss of sales during the Coronavirus outbreak earlier in the year (Wood, 2021).

Similarly, there are many instances of luxury marketing becoming successful in South Asia by balancing both profits and sustainability

practices (Wood, 2021). Additionally, the brand Hermès renovated stores in Paris, Istanbul, and Brisbane, and opened new stores in Tokyo, Zurich, Detroit, and Miami (Wood, 2021). Further, it was reported that the brand Hermès fulfilled the two main sustainability practices of adopting high-quality materials and consumer-oriented marketing (Wei, 2022). This further illustrated, the ability of the brand Hermès in becoming consumer-oriented by viewing its marketing strategy from the perspective of the consumer (Wei, 2022).

Gucci, for example, reduces chromium and other hazardous chemicals in its leather tanning processes (this brand has a policy approved by Canopy Style) (Paul, 2022). As part of its “Gucci Off the Grid” circular line, Gucci uses some more eco-friendly materials (Paul, 2022). Also, China is popular for the green fashion brand “Icicle”, which caters toward more sustainability by using natural fabrics made of natural yarns such as cashmere, linen, wool, and silk specifically using a brand slogan carrying “Made in Earth” (ICICLE, 2022). Similarly, the Indian luxury handloom clothing brand “No Nasties” followed this practice by using materials that are environmentally friendly by maintaining the brand as a vegan clothing brand with organic cotton (Sengupta & Sengupta, 2020).

Key Takeaways

- Historically, luxury consumers in South Asia used to travel to developed countries due to the lack of available luxury brands in the South Asian market. Due to the travel restrictions of the COVID-19 pandemic leads travelers to stay in their home countries and enjoy the existing brand outlets in their country (for example brand Hermès). This made a significant decrease in demand for luxury brands in developed countries and the new luxury brand outlets slowly started opening up in the South Asian context.
- Markets with a greater degree of local consumption and growth are experiencing a change in behavior such as the growth of the hub of Singapore. For example, L’Oréal, for instance, shifted its headquarters to Singapore from Hong Kong.
- The concern for more research is also raised in the South Asian context of luxury marketing. While Non-Asian context-based research has focused on sustainable supply chain practices, it has not fully explored how luxury firms manage and design sustainable supply chains within the South Asian context.
- Many instances of luxury marketing becoming successful in South Asia by balancing both profits and sustainability practices are the high-quality materials and consumer-oriented marketing of brands such as Hermès, Gucci, Icicle, and No Nasties.

1.2.3 Combining Sustainability Consumption with Luxury Marketing in the South Asian Context

Luxury products are traditionally consumed for purposes such as hedonism, higher quality standards, and unique features (Kumar et al., 2022). Sustainability in luxury sectors must also be approached cautiously (Kumar et al., 2022). A luxury context lacks clarity on what sustainability means in general (Wei, 2022). The perception of sustainable products is that they are not compatible with luxury products, which are seen as a result of aesthetics (Niinimäki, 2022). When considering luxury fashion items, the state of sustainability is found to be irrelevant in marketing the products (Niinimäki, 2022). A micro level of research indicates that consumers are pushing back against sustainable luxury products. There is a misconception among consumers that ethical/sustainable luxury products are of lower quality, as demonstrated by Achabou et al. (2022).

As consumption becomes more sustainable and buying behaviors become more eco-friendly, consumers are increasingly aware of their impact on the environment (Achabou et al., 2022). Most luxury brands have taken advantage of consumers' growing concerns about the impact of their consumption choices to sustain such consumption (e.g., Achabou et al., 2022). Conversely, Kapferer (2010) found that due to increasing consumer interest in sustainability issues, luxury and sustainability are convergent since both focus on rarity and high quality. Scholarly research has suggested that sustainable luxury branding and consumption may not have a negative meaning (e.g., in Achabou et al., 2022), although can provide the same product quality standards while preserving the environmental standards. LVMH and Kering are two of the few luxury sector organizations which frequently disclose sustainable practices with the company by considering it as a major element for brand reputation (Adamska, 2019).

Key Takeaways

- Several factors influence people's desire to consume luxury products, such as conspicuous consumption, hedonism, quality, uniqueness, and durability.
- Several gaps were identified within the luxury marketing literature such as the state of sustainability being irrelevant when marketing luxury fashion items.
- There has been a pushback on sustainable luxury products at a micro level, and consumers assume ethical/sustainable luxury products are of lower quality.

The following Figure 1.2 illustrates the overview of luxury marketing and sustainability-related practices in the South Asian Context.

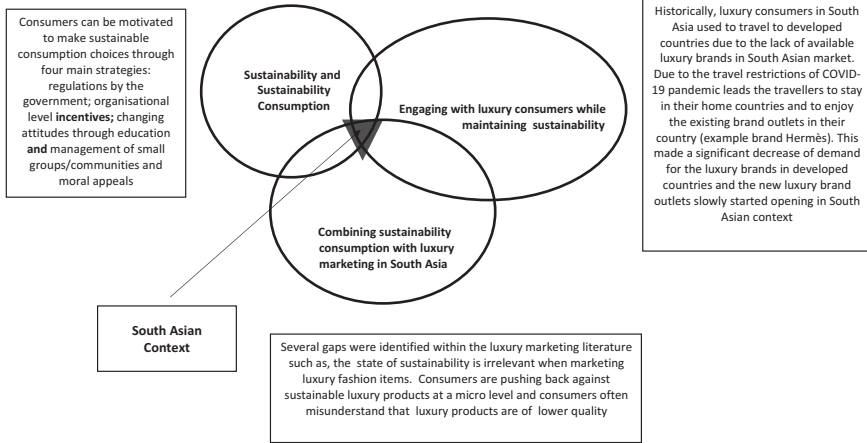


Figure 1.2 The overview of luxury marketing and sustainability-related practices in the South Asian Context.

1.3 Implications of Luxury Marketing and Sustainability Practices in the South Asian Context

The authors identified three broad practical implications for future researchers, policymakers, and administration bodies. First, the possibility of introducing innovation into luxury brands and products through sustainability needs to be focused on international perspectives such as cross-cultural differences among consumers in eastern and western counterparts. Brand experiences play a crucial role in connecting customers emotionally and hedonically with luxury organizations (Dion & Arnould, 2011). The global luxury market has significant differences between consumers in the Global North and the Global South (Ho & Wong, 2022). To examine how sustainable luxury consumption decisions differ across cultures (Ho & Wong, 2022) and how consumers perceive the negative effects of consumerist lifestyles, cross-cultural research is needed.

Second, sustainable activities of luxury producers focus on consumer behavior with less attention on consumer attitudes (Paul, 2022). In the South Asian context, luxury consumption is associated with ostentation, overconsumption (Berry, 2022), overproduction, indulgence, and personal pleasure, resulting in conflicts between luxury and sustainability. There are even researchers who state that sustainability does not apply to fashion items (Ho & Wong, 2022). Dean (2018) highlighted the incompatibility between luxury and sustainability; luxury values are often accompanied by pleasures, while sustainable consumption involves moderation and ethics by neglecting the fact that consumer attitude formation is based upon the likelihood of liking or disliking a luxury product.

Third, Mosca and Chiaudano (2022) proposed that luxury-brand managers do not have the proper knowledge in identifying the importance of sustainable practices in luxury marketing, as sustainability may increase consumers' positive perceptions of luxury goods in South Asia (such as lack of animal testing, limitations on forced labor) only if incorporated and precisely mentioned publicly. Hence, updated knowledge of brand managers becomes a major part of the sustainable luxury marketing process (Dion & Arnould, 2011; Berry, 2022).

Key Takeaways

- There are three broad implications for policymakers when catering to the South Asian market with both luxury marketing and sustainability practices.
- First, the need for higher consideration of international perspectives such as cross-cultural differences among consumers in eastern and western counterparts during the luxury marketing process.
- Second, focus on consumer attitudes during the sustainable activities of luxury producers by limiting the focus on consumer behavior
- Third, updated knowledge of the brand managers toward sustainable practices during the luxury marketing process is necessary to remain competitive as a brand in South Asia.

1.4 Summary

The purpose of this chapter is to provide an integrated review of the sustainability in the luxury marketing sector with consumer buying behavior toward luxury products in the South Asian context. The first part of this chapter provided a brief overview of the context of luxury products in South Asia. The second part revealed the concept of sustainability and sustainable consumption and the various ways in engaging with South Asian luxury consumers while maintaining sustainability. Furthermore, this section combined sustainability consumption with luxury marketing in the South Asian Context. The final section of this chapter is dedicated to the implications of luxury marketing and sustainability practices in the South Asian Context.

Key Takeaways

- Scholars in South Asia have focused more attention on CSR and sustainable activities mainly due to the reasons of climate change, declining natural diversity, and scarcity of the natural resources.
- Fast-moving economies such as China do have growing luxury brand marketing and this implies that the luxury industry is facing a shortage of resources, indicating the importance of conserving them.

- The need for research in communication theory and science, the use of virtual technologies, and experiential marketing tools, and the importance of high-end consumers to sustainably consume are among the factors contributing to environmental sustainability.
- It has been historically the case that luxury consumers in South Asia have traveled to developed countries due to the lack of luxury brands available in the South Asian market. Due to the travel restrictions associated with the COVID-19 pandemic, many travelers have opted to stay at home and take advantage of the existing brand outlets in their home countries (e.g., Hermès). As a result, the demand for luxury brands in developed countries decreased significantly, and new luxury brand outlets gradually began opening in South Asian countries.
- There are three broad implications for policymakers when catering to the South Asian market with both luxury marketing and sustainability practices namely consideration of international perspectives, focus on consumer attitudes during the sustainable activities of luxury producers by limiting the focus toward consumer behavior and updated knowledge of the brand managers toward sustainable practices during the luxury marketing process.

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