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Faculty of Business Administration and Management

Louis Vuitton's digital strategy on Instagram. Proposal of an
online campaign to promote the 2022 Fall-Winter Men
Collection on Instagram.

End of Degree Project

Bachelor's Degree in Business Administration and Management

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FACULTAD DE ADMINISTRACIÓN Y
DIRECCIÓN DE EMPRESAS. UPV

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CHAPTER 1: INTRODUCTION

1.1. Summary

Nowadays, the most popular fashion luxury brands, such as Louis Vuitton, Gucci, Balenciaga, Hermés and Chanel, are present in most of the social media platforms. However, in the beginning, luxury brands were reluctant to enter in the digital world. They believed being accessible and available to everyone would make them lose their main tenets that characterize them: exclusivity and uniqueness. Nevertheless, during the last years luxury brands have been working hard developing its online presence on social media, to interact with users, to promote their new collections and for receiving feedback.

This project is focused on one of the most valuable luxury brands all over the world: Louis Vuitton. The main goal of this final dissertation is to propose a social media campaign that would be conducted on Instagram to communicate and promote 2022 Louis Vuitton Men's Fall-Winter Collection.

Firstly, it has been analysed the basics of social media and its key functions, as well as the steps to be followed when planning a social media campaign. Then, the attention has been focused on the most used social media platform regarding the luxury brands: Instagram. This social network has been described in detail. Secondly, the challenges that the fashion luxury brands must face in the digital reality have been described. It has been conducted an in-depth analysis regarding the importance of branding for fashion luxury companies and why building a strong brand identity is important, too. Thirdly, LVMH has been presented. Following, its star brand and the focus of this project, Louis Vuitton, has been deeply explained and analysed.

Then, it has been analysed how Louis Vuitton is communicating and promoting on Instagram its two last campaigns: 2021 Holidays season campaign (#LVgifts) and 2022 Men's Spring-Summer campaign (#LV22SSMEN). A content analysis has been conducted upon the posts tagged with the official hashtags. Once the data has been collected, results of both campaigns have been exposed in a systematic and objective way.

The strengths and weaknesses of both campaigns have been identified and these findings have been considered for proposing an Instagram campaign to promote Louis Vuitton Men's Fall-Winter 2022 collection. The proposal is composed by a total of 38 posts. All of them have been outlined: posting date, type of post, garments that will be showed on the post, caption, and the basic description of how the formal elements and the garments should be presented. In this proposal, the carousel is the prevailing type of post. The posts would include the hashtag #22LVMenFW, as well as #LouisVuitton. The campaign would be structured around three different periods, depending on the kind of wearing. An emergent artist will be in charge of the design of the backgrounds for a specific part of the campaign. Moreover, part of the campaign will star a celebrity among the youngest generations: Jaden Smith. The goals are to increase the level of engagement, the number of followers, and the average of likes and comments per post, in comparison with the two last campaigns analysed.

Key words: Social Media Marketing; Branding; LVMH; Louis Vuitton; Instagram.

1.2.Objectives

The main objective of this project is to elaborate and design an Instagram campaign to promote 2022 Louis Vuitton Men's Fall-Winter collection. In order to achieve the principal goal, there have been established secondary objectives that must be accomplished, too:

- To study the Social Media Marketing. The goal is to understand which are the social media basics and the steps that must be followed when designing a social media campaign.
- Description and understanding of the main social network used by luxury brands: Instagram.
- To be familiar with the Luxury Fashion Sector and to learn the importance of branding for this industry. To appreciate how fashion luxury brands have adapted themselves to the digital era in general, and to the social media platforms in particular.
- To introduce the LVMH (*Moët Hennessy Louis Vuitton*) world. This group controls the brand to be analysed: Louis Vuitton. Its mission, values and financial performance will be studied.
- To discover in detail Louis Vuitton's history and heritage, as well as what the brand is working on currently.
- To analyse Louis Vuitton's Instagram account to see, among other issues, how its posts look like, which is the type of post most used, and how many likes and comments each post receives.
- To conduct an in-depth analysis of the last two campaigns carried out by Louis Vuitton on Instagram. The goal is to perform a content analysis to see the strategy followed in each campaign.
- To compare both campaigns to find out the strengths and weakness between them. By doing this, improvements and suggestions will be taking into consideration for the proposal.

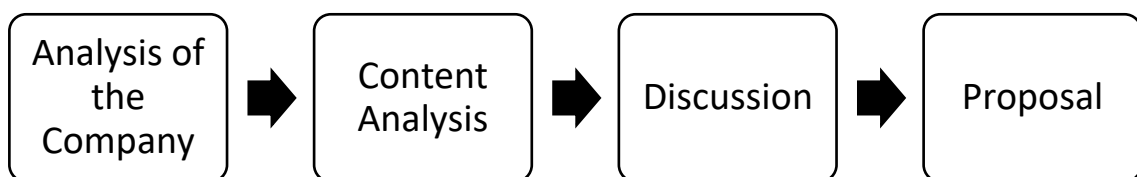
1.3. Methodology

Firstly, a research has been conducted to broaden the knowledge regarding social media marketing, luxury fashion sector and LVMH & Louis Vuitton. The information collected and exposed in this part of the project is entirely composed by secondary sources of information.

Secondly, there has been carried out a content analysis characterized by being a study systematic and objective. By doing this, information regarding the two last campaigns conducted on Instagram by Louis Vuitton has been presented. The entire information obtained come from primary sources.

Thirdly, the project analyses and compares both campaigns in terms of number of likes and comments, types of posts published, whether celebrities appear on the posts... bringing out the strengths and weaknesses of each campaign.

Finally, the proposal for an Instagram campaign to promote the 2022 Louis Vuitton Men's Fall-Winter collection will be designed and elaborated. It will detail how many posts will compose the campaign, the type of post, the timing for publishing, the celebrities' presence, who the models will look like, the captions to be posted, and the looks that will appear in each post. The entire campaign will be detailed in the most precisely way. Figure 1 summarizes the methodological process followed in this dissertation.



*Figure 1. Methodology of this project.
Source: own elaboration.*

1.4. Subjects related to this Bachelor's dissertation

The project is directly connected with two subjects from the third year of the Bachelor on Business Management and Administration: Marketing Research and Marketing Management. Moreover, I think that it is really important to mention some courses that I took while I was doing my student exchange in Grande École IÉseg (Lille) during the first semester of this academic year: Digital Strategy, Global Brand Management, Web Marketing, and Consumer Behaviour. **¡Error! No se encuentra el origen de la referencia.** sums up the courses most related to this project. It includes some observations of each one.

Table 1. Business Management degree courses related to the project.
Source: Own elaboration.

Faculty	Course	Observations
FADE-UPV	Marketing Research	The content of this course introduced students to the marketing field. It was really helpful to differentiate primary and secondary sources of information and how to work with them.
FADE-UPV	Marketing Management	This course was the most related one to the project. There were different topics taught in the course which have played a relevant role in the project, such as branding, digital marketing, social media campaign... A marketing plan was elaborated as a group project and it helped the students to understand and apply all the theoretical concepts that explained in class.
IÉseg (Lille)	Digital Strategy	Clearly, this was the course which has influenced me the most. It broadened my knowledge regarding digital marketing. With some of my friends, we created and designed a Christmas social media campaign for Louis Vuitton and I loved working on that. Since that moment, I knew that I wanted to increase my knowledge regarding digital strategy and luxury brands.
IÉseg (Lille)	Global Brand Management	The course was focused on the importance of branding for companies. It pointed out the significance of keeping untouched and respecting the values of the brand.
IÉseg (Lille)	Web Marketing	This course offered a slight view regarding how to manage a company's website and gave us online tools to measure results. It reviewed some concepts that I already knew, such as the SEO and SEM.
IÉseg (Lille)	Consumer Behaviour	How the consumer reacts to some ads and products. It analysed all the factors that can influence the purchasing decision.

1.5. Structure of the report

This project has been divided into 6 different chapters. The second reviews all the theoretical concepts needed to elaborate the proposal:

- Social Media Marketing: the basics of social media are explained such as the engagement, type of users, eWom (electronic word of mouth) and OBC (online brand communities). Furthermore, the steps for elaborating a social media campaign are explained, as well as the preferred social media platform for luxury fashion brands: Instagram.
- Luxury Fashion Sector: it gives an overview of the changes occurred in the luxury fashion sector. Most of them were reluctant to enter in the digital reality as they thought that luxury and social media could not go hand in hand.
- LVMH & Louis Vuitton: the group *Moët Hennessy Louis Vuitton* is introduced, and some facts are explained such as a list of all the brands that it owns, its values and its financial performance. Then, the emphasis is directed to Louis Vuitton, its star brand and the focus of the project. Its origins and history are explained, as well as how it is doing nowadays. Also, Louis Vuitton's Instagram has been analysed.

The third chapter describes the content analysis methodology used in the project. There has been set up 11 variables which can be measured in a quantitative way. In the fourth chapter, the two last campaigns of Louis Vuitton conducted on Instagram (Holidays season campaign (#LVgifts) and Louis Vuitton Men's Spring-Summer 2022 (#LVMenSS22)) have been objectively analysed following the methodology previously explained. Then, both campaigns have been compared regarding the quantitative variables analysed and assumptions have been stated, too.

The fifth chapter comprises the Instagram campaign created and designed to communicate and promote 2022 Louis Vuitton Men's Fall-Winter collection. All the decisions taken have been justified. The sixth and last chapter is a conclusion of the entire project. It is followed by the reference list and two additional annexes, one of which explores the relationship of this project with the Sustainable Development Goals proposed by United Nations.

CHAPTER 2: CONCEPTUAL FRAMEWORK

2.1. Social Media Marketing

Social Media Marketing (SMM) aims to promote a product or a service offered by a brand, as well as enhancing its visibility on social media platforms such as YouTube, Instagram, Twitter, Facebook... Brands listen to, entertain, inform and talk to the users, generating a bidirectional conversation between both parties. It is relevant that brands analyse its audience to know what they are interested in, so that an online strategy is developed focused on those topics and not just the product or service it offers. In the following sections, it will be explained the basics of social media and the steps to plan a social media campaign. Also, Instagram will be detailed and explained, as it is the main communication channel for the luxury brands (Ayertey, Ranfagni, & Okafor, 2021).

2.1.1. Social Media Basics

Social Media is highly present in the real world although it takes place digitally. It is composed by different interactive channels which allow users to communicate, share and discuss information, opinions, and interests. This feature opens the possibility of building online communities. It is essential for developing and maintaining networking. Moreover, it is able to connect people who are far away from each other, such as a person living in USA with one working in Asia. There are no geographical boundaries (Kietzmann, Hermkens, McCarthy, & Silvestre, 2011).

On social media, there can be found two types of users: active and passive. Active participants create and publish content while passive participants just observe what it is said and posted. Active users contribute with the online conversation sharing their positive opinions, but also their negative. Passive users are known as “lurkers”, who do not share content but read and search for information. In most of the cases, their buying decisions are highly influenced by the active participants’ opinions (Ozuem & Willis, 2021).

Millennials (Gen Y) and Gen Z are the generations who most use social media (Ozuem & Willis, 2021, pág. 122). They have grown up together with these technologies. In these groups, it can be found people really consumption-oriented and materialist, who make purchases to get the approval of the society and their closest peers, and try to appear to something they are not. Their choices are highly influenced by their social interactions and what their close peers think. Before purchasing, a large group of them examine deeply what it is said of a brand or product on social media (Mekonnen & Larner, 2021).

One of the most important concepts on social media is the **engagement**. In general terms, it can be understood as the user’s participation on social media activities of an organisation.

However, in Ozuem and Ranfagni (2021) this concept is interpreted by different perspectives. On the one hand, it can be understood as “an individual’s psychological state which will affect the degree to which that individual will interact with communities, including their involvement with and interest in a brand community” (Willis, 2021). On the other hand, other researchers believe that engagement must be measured by the interactions and eWOM conducted on social media by other users.

Before social media existed, people were used to communicate their personal opinions regarding a product, service or brand and give advice between one party and another. That is called **Word of Mouth (WOM)**. Due to the existence of social media, the **Electronic Word of Mouth (eWOM)** has appeared. It consists of the exchange of positive and negative opinions of users with no geographical boundaries. It has become a key driver in the consumer decision-making process. Moreover, it generates awareness and interest in a brand and purchasing intentions are highly influenced by this. There are 3 types of eWOM: opinion-seeking, opinion giving and opinion-passing. There is no distinction of roles as one person can do all of them. However, there is a common trait: they are based on **User Generated Content (UGC)** (Vergura, Luceri, & Zerbini, 2021)

Nowadays, consumers are no longer passive users, still less in the luxury sector which is plenty of active users. Two-thirds generate content on social media by posting comments, reviews, messages, pictures and/or videos (Vergura, Luceri, & Zerbini, 2021). An example of UGC would be when a user buys a product and after using it, it shares its opinion to its followers on its personal account. The opinions and information shared are perceived as honest and genuine as the user has not the perception that someone is persuading them to buy. For this reason, customers’ opinions are considered as trustworthy source of information and influence users’ buying decisions (Mekonnen & Lerner, 2021).

Other relevant feature of social media which contributes to the long-term success of a company are the **Online Brand Communities (OBC)**. These connect social media participants who share passion and preference for a brand. They share interests and interact with each other. The brand is welcomed to participate, too. Brand loyalty and word of mouth can be achieved due to an active participation on OBC. People use OBC to obtain brand-related information and the user will feel socially supported and not excluded as they share the same values and opinions than the others (Ozuem & Willis, 2021).

In the study conducted by Angella J. Kin and Enju Ko (2012), the five factors that characterize and are present on social media marketing activities were identified:

- Entertainment,
- interaction,
- customization,
- word of mouth,
- and trend.

These five attributes are present on a daily basis and influence customers’ perceptions and decisions. Social media has reduced the distance between brands and customers approaching them closer thanks to the interactions. As much social interactions are performed, the level of trust and credibility will increase. However, although users are participating and interacting in the conversation, this does not have to result on an engagement. If there is no emotional

attachment to a brand, the loyalty will not be rapidly developed, neither the brand commitment (Willis, 2021).

Due to the changes on marketing and the creation of social media, many academics have reconsidered the marketing mix proposed by Jerome McCarthy in the 60s: Product, Price, Promotion, Place. The 4Ps can be seen at the left of Figure 2. These can be named as the controlled variables, too. Product and place are strategic variables, and promotion and price are tactical variables. However, the sociologist Ana Andjelic has proposed 4Cs that would define digital marketing: Content, Community, Curation and Collaboration (Figure 2) (Mekonnen & Larner, 2021; Kotler & Keller, 2016).

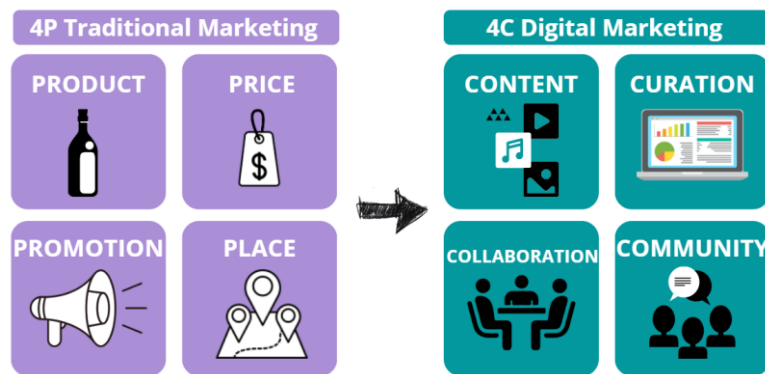


Figure 2. Marketing mix: Traditional Marketing 4p vs. Digital Marketing 4C.
Source: Own elaboration.

These 4 elements impact in the value delivered to customers. The term *community* refers to the social connections that would be created. These represent a significant source of information, as well as a competitive advantage. Concerning to the *content* posted, this would be created by the brand itself to generate value, but users can create it, too. The entrance of new groups of customers can diminish the value of the existing ones. For this reason, *curation* and personalisation are important. Last C, *collaboration* aims to relate the brand with other products, brands or services, in which customers are interested in. It is vital to offer updated content in a constant basis to maintain and improve the level of engagement. By this, communities will be created building social connections (Andjelic, 2020).

2.1.2. Social Media Campaign

There is not a unique strategy to carry out an efficient social media campaign. Each brand works on a different way and the type of media used differs, too. For example, there are brands that are present on social media by paying a fee, so their ads are shown to potential users who do not follow the account (paid media). Others prefer to invest in their own media such as social media posts to enable the conversation with the users. All the mentions, comments, reposts and shares are called the earned media and is generated by the users.

Everything posted follows the action plan elaborated by the brand. It does not make sense to carry out actions without having stablished which are the goals that the company pursues.

These are the steps to be followed to plan and elaborate a social media campaign (Ferrandiz, Villanueva, & Fernández-Velilla, 2017):

1. Analyse the current situation.
2. Define the goals.
3. Develop an action plan to achieve the goals previously established.
4. Measurement and optimization of the results.

Firstly, the company needs to know if the brand's structure is ready to develop an online presence on social media. Conducting a deep analysis regarding competence is advisable. By doing this, the company will know how the competence is operating and which strategy is being followed by each of them. Also, analysing the brand and the customers, the company will find out its strengths and weakness, who the target is, how its audience interact on social media, its audience's interests... It is important to know what it is said about the brand on social media. This information could be obtained by conducting a sentiment analysis (Ferrandiz, Villanueva, & Fernández-Velilla, 2017).

Once the company has studied this, the next step is to list the objectives it desires to achieve. Richard L. Daft (2013) states three different types of goals: Strategic, tactical and operational. Objectives do not have to be exclusive. Usually, most of them are achieved after another one is accomplished due to the knock-on effect. An example of objectives could be increasing the level of engagement regarding the 30-40 years old audience's range. Once the objectives are established, the action plan will be structured. In this stage, the issues covered would be how the company is going to communicate to the users and on which frequency, how the messages will be, which tone will be used, creation of new content... (Ferrandiz, Villanueva, & Fernández-Velilla, 2017).

The last step is to determine how the results will be measured. Results of online campaigns are difficult to measure in terms of ROI (Return on Investment). For this reason, the ROC (Return on Customer) and ROO (Return on Objective) have been developed. On the one hand, the ROC indicates the level of engagement that the company is obtaining per each euro invested in social media. On the other hand, the ROO is referred to the accomplishment of the goals previously established. For example, if the brand is looking to improve its online reputation, a metric to check it could be the variation of negative comments regarding the brand on social media (Ferrandiz, Villanueva, & Fernández-Velilla, 2017).

Although companies elaborate exhaustive and very detailed plans, the message spread may be misunderstood or disliked by the audience. In the following section, it will be explained one of the most used and popular social media platform worldwide: Instagram.

2.1.3. Instagram

Instagram is one of the most popular social networks around the world. It accounts with more than 1,000 million users. As it is stated on its website, its mission is to "give people the power to build community and bring the world closer together". In other words, it aims to keep people connected with their friends, families, close neighbours, school classmates... and let

them express themselves in a creative and open way by building communities. It is very easy to create an account on Instagram, as the user just needs an email to be registered and an available *nickname* (Instagram, 2022a).

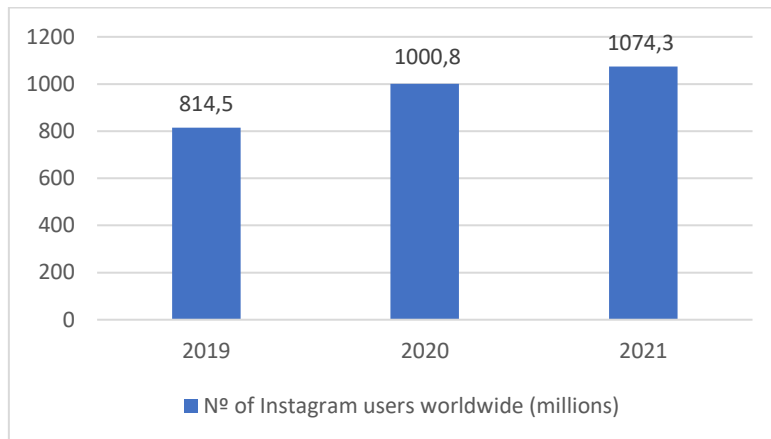


Figure 3. Monthly Instagram users worldwide (millions).
Source: Own elaboration from Statista (2022).

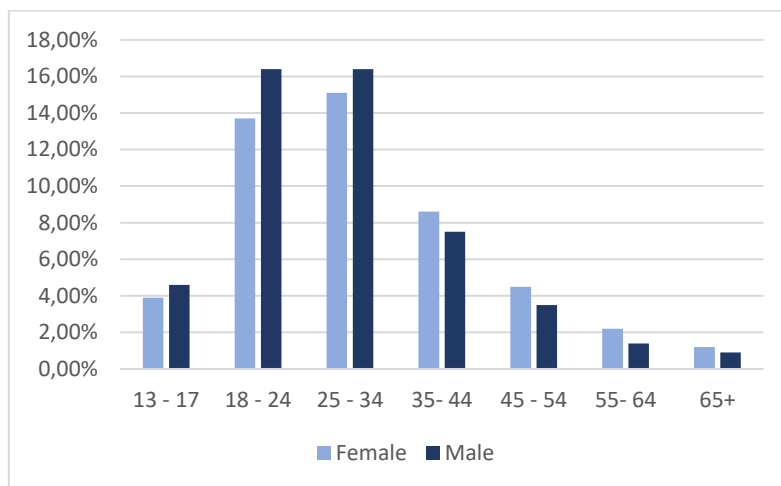


Figure 4. Instagram users worldwide in January 2022 by gender and age group.
Source: Own elaboration from Statista (2022).

This social network was launched on October 6th of 2010 and reached 1,000,000 users by December 2010. After less than a year, in September 2011, Instagram raised to 10 million users worldwide. In 2013, it reached 100 million users on a monthly basis and 400 million in 2014. As it can be seen in Figure 3, Instagram reached 1 billion of active monthly users in 2020. The current growth follows a positive but slower increase than in the previous years. By 2021, it reached 1,000.8 million active monthly users. Moreover, Instagram is most used by people aged 18 until 34 years old, as it is shown in Figure 4. They represent 61.60% of the total users. Currently, there are 2,000 million accounts created in this social network. In January 2022 Instagram was ranked 4th on the ranking of most popular social networks worldwide by number of monthly active users (millions), just after Facebook, YouTube and WhatsApp (Statista, 2022).



Figure 5. Screenshots of Instagram.
Source: Own elaboration

Looking back to its early stages, its main purpose was sharing squared pictures to its *followers* by publishing a *post*. Nowadays, that is just a function that Instagram offers among many others. In the following paragraphs, it will be explained how Instagram works and how it looks.

Figure 5 is composed by three different screenshots of Instagram. In picture A it can be seen Instagram's home page which shows the latest information regarding the users followed by the user (*stories* and *posts*). At the top right corner, there can be seen 3 different icons: a plus sign inside of a square, a heart and a paper airplane. The first icon allows the user to publish a *post*, *story*, *reels* or initiate a *live transmission*. By clicking on the heart, it can be checked all the activity regarding the account logged in, such as if someone has commented on a post, liked a post, mentioned the account on a comment, the follow-up requests... The paper airplane is the inbox in which the user will find all the *direct messages (Dm)*. This function eases to enable conversations while building strong bonds. If an orange circle appears, it means that there are messages unread.

In picture B of Figure 5 it can be observed how a post looks like. Below the post there are 4 items: a heart, a bubble, a paper airplane, and a marker. If the user wants to reflect that they like the post, they must touch that heart or make double click on the post. In both cases, the heart will turn into red. By clicking on the *bubble*, the comments of the post will appear, and the user will be able to write a new comment, or just read the existing ones. By clicking on the *paper airplane*, they can send that post to a friend or colleague. Lastly, the user can save posts on their account and create private folders regarding the same topic, such as tattoos' photos, cooking recipes' videos, fashion looks... The posts will be saved by clicking in the *marker icon*, located in the post's bottom right corner.

Furthermore, Instagram offers *options bar* which is fixed no matter what the user is doing on Instagram. This one may be seen at the bottom of the image A, B and C of Figure 5. It is composed by five items which lead to five different functions. Firstly, by clicking on the *house*

icon, the app will redirect the user to their personal homepage, but if they are already there, it will change the feed showed. Secondly, by pressing on the *explore and search tab*, Instagram will display posts based on the accounts followed, posts liked and to whom the user is connected. In other words, it will display posts that the user is going to be interested in. Thirdly, by clicking in the clapperboard, the user will just see *reels* content. The fourth item is a bag which represents the option of online shopping offered by Instagram. The last item is the icon of the users' profile. By clicking on it, Instagram will redirect the user to their own profile.

In the following list, there have been listed all the functions and updates implemented by Instagram chronologically:

- Option to publish a video instead of a photo,
- activation of *likes and comments*,
- direct messages (*dm*),
- post photos with a different shape or format than square,
- *feed* classified by the users' interests so they could see in the first place the posts they are interested in,
- incorporation of *live streaming*,
- *location and user tag* of the photo/video
- long videos by *IGTV videos* (maximum of 60 minutes),
- *carousel* with a maximum of 10 videos/photos/boomerang,
- online shopping through the app, etc. (Instagram, 2022a).

Annex 2 includes a set of technical terms regarding Instagram, and their explanation or definition.

However, there are two new features which were the most loved: *stories* and *reels*. On the one hand, in the picture A of Figure 5, it can be seen on the top the *stories* of the users followed. Users share with their followers their daily lifestyle by taking pictures of themselves in a nice location, with their friends, recording a video of what they are doing, posting a *boomerang*... Moreover, they can make use of thousands of effects, songs, gifs and stickers available, as well as consulting surveys, simple questions or announce a countdown of an important event such as a birthday or a wedding. It is known that a user has posted *stories* because its profile picture would be outlined by a pink/orange circle, which indicates those *stories* are available for all the *followers* of the account. However, Instagram lets the user create a list of *close friends* and share *stories* just with the people on that list. In that case, the outline colour would be green (Instagram, 2022b).

Stories just last for 24 hours. Nevertheless, users can pin their favourites moments by posting them as *highlights* on its profile as it can be seen in the middle of picture C of Figure 5. In this case, the user has created different *highlights* with a distinct cover for each one with the trips done. By doing so, *stories* will be kept in the profile and will not disappear as they are used to (Instagram, 2022b).

On the other hand, *reels* is the other most recent and popular feature of Instagram. An example can be seen in picture A of Figure 5. It allows the user to create, record and share

short entertaining and funny videos of 30, 60 or 90 seconds. There is a wide variety of videos that can be found, such as a dance, a recompilation of the best moments of 2021, challenges, jokes or a recap of a trip. By adding this new function, Instagram aims to face the high competitiveness it is suffering because of Tik Tok (Instagram, 2022c).

Apart from this, Instagram is concerned on protecting its users, taking special care of the younger and neediest groups. On its website it emphasizes that it is its “responsibility to foster a safe and supportive community for everyone”. For achieving this, Instagram has taken several measures, such as tag and mention control, comment warnings, report an inappropriate post or profile that shows improper manners, block an account, comment restrictions, etc. Instagram welcomes everyone to its platform but in exchange there are some rules and conditions that must be respected (Instagram, 2022d).

This project is focused on Instagram rather than other social network as most of luxury customers are present in this platform. Moreover, the content posted is very visual as it is based on photos and videos. Thanks to this social media platform, luxury brands do not have to worry about purchasing a space on a fashion magazine to be present. On social media they can promote their collections and show their latest products whenever they want and without paying any fee.

2.2. Luxury Fashion Sector

The Fashion Luxury Sector is booming year after year, as it can be seen in Figure 6. From 2019 to 2020 it is observed a negative change regarding revenues due to covid-19. However, a positive change occurs from 2020 to 2021. The 2021 total revenue of the luxury fashion market all over the world was \$108,396 million. It is estimated that the revenues generated in this sector will follow a positive growth year after year (Statista Research Department, 2022).

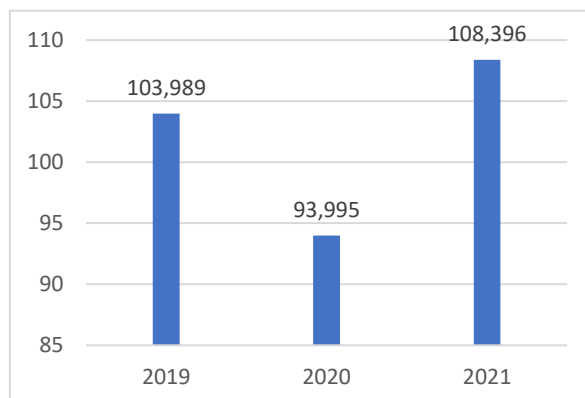


Figure 6. Revenue (in millions of dollars) of the luxury fashion market worldwide from 2019 to 2021.
Source: Own elaboration from Statista (2022).

In the following section, the luxury fashion sector will be defined identifying its traits and key attributes. It would be explained how the sector has changed during the last years, as the

types of luxury brands have changed together with the customer target. Furthermore, several years ago, this sector was reluctant to the digital transaction. Currently, it is facing challenges which would be explained, such as the difficulty to maintain a similar customer experience in both channels: offline and online.

2.2.1. Branding in Luxury Fashion Sector

Luxury fashion brands are perceived as a signal of wealth and status. The items offered cannot be purchased by low-income people due to their high prices. Although the customer has the purchasing power to acquire the desired items, they may not buy them because of the exclusivity and scarcity, which is the case of the *Kelly* and *Birkin* model handbags from Hermés. The purchase of these products is very limited, and in most of the cases they are just offered to regular customers. Luxury brands try as hard as possible to be differentiated from the mass-market brands, to be felt as unique. They put a lot of effort when building an emotional relationship with their customers, as their perception regarding the brand is extraordinarily important. Innovation and creativity are present with no boundaries on a daily basis (Ozuem & Willis, 2021).

During the last decades, the concept of luxury has radically changed, as well as the customers' profile that were used to buy in this sector. These were the features that characterized the fashion luxury sector:

- Poor price sensitivity
- and only luxury.

For years now, there has been two types of luxury goods' customers identified: high-spending and low-spending. The first group refers to buyers used to go to the store once the new collection was launched. They were not expecting any sale or discount. However, the poor-spending buyers visited the online and offline channel when there were sales and good deals. They disappeared once the sales were over. For the high-spending group, it was incomprehensible and out of mind to mix luxury brand products with fast fashion brands. Right now, that mixture is trendy and fashionable worldwide and it can be seen through all social media profiles. During 2013 and 2014 there was a drastic change regarding these 2 features (Antonelli, 2021).

On the one hand, influencers and bloggers started matching luxury brand products, like handbags or dresses, with streetwear style elements, such as sneakers and fast mass-market products. As they were followed by millions of people, they established a new lifestyle and trendiness on social media (which is still happening). On the other hand, offline sales have decreased while online sales have highly increased (still growing). Regarding luxury sales, 75% are influenced by digital tools right now. By 2025, the 100% will be influenced by digital (Mekonnen & Larner, 2021). Many companies have moved to the online channels improving their online presence.

To gain a major stake of market share, some luxury brands and distributors are conducting promotions and offers while leveraging prices. By doing this, customers feel that buying through the online channel can result in smart purchases regarding the discounts they can

benefit. Nevertheless, the company studied in this project (Louis Vuitton) does not conduct price reductions, sales, neither good deal at any period of the year (Antonelli, 2021).

Currently, there are two different types of luxury brands: heritage luxury brands and emergent ones. The most well established and known worldwide luxury brands such as Louis Vuitton, Christian Dior, Chanel, Prada, Loewe... have a story and a heritage to tell, as well as values which represent them. These brands denote potential competitive advantage in comparison with the recent luxury brands emerged: trust and credibility, as they have been working in this sector for a long time. In addition, the relationship with customers is stronger. However, heritage luxury brands may be seen old and antique as they deliver same story year after year. For this reason, working hard regarding innovation is a key point for them (Mekonnen & Larner, 2021).

In the past, the luxury brands' target were small groups of consumers with high status and high income, who were not concerned about the environment and sustainability. They followed a "visible consumption" as a sign of wealth and prestige in front of other people. However, the segment to which luxury brands are addressed has recently changed, becoming wider. For new generations, (millennials and Gen Z), it is important where and how the items have been produced, and which materials have been used. They believe that luxury and sustainability can go hand in hand. They opt for a "conscious consumption". In Figure 7, it can be seen the features shared between both types of brands: quality, rarity, durability and craftsmanship. They opt for conscious products, such as the Gucci Rain Forest bag, that represents wealth but also concern for the environment (Faraoni, 2021).

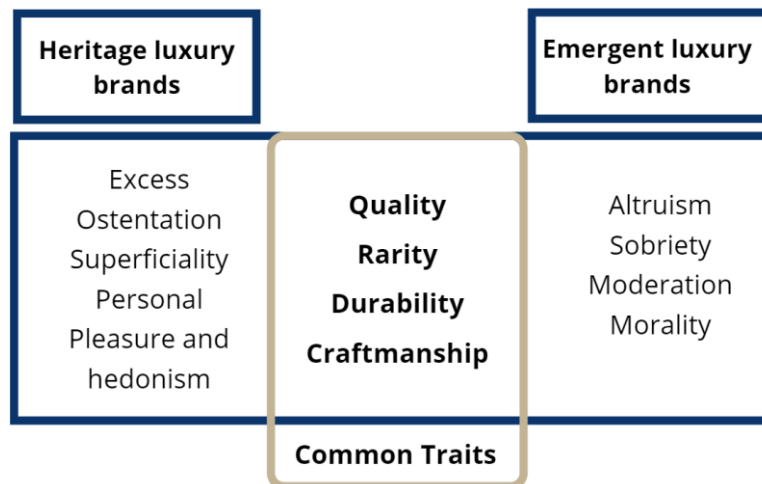


Figure 7 Heritage and emergent luxury brands' traits.
Source: Own elaboration from Faraoni (2021).

Another highlight of the fashion luxury sector is the importance given to the customer experience. It represents a key attribute which can be defined as a multisensorial experience. Luxury brands make many efforts to offer the best customer experience and try to improve it every time. In most of the cases, brand experiences are correlated with loyalty and satisfaction. This stage must be reviewed as the luxury sector has implemented many digital tools which were not considered before the customer experience was designed. Fashion luxury brands have become omnichannel and will be 100% digital in the future. For these reasons, the whole customer experience must be reviewed as well as the engagement strategy followed (Mekonnen & Larner, 2021).

2.3.1. Social Media and Luxury Brands

Nowadays, it is most likely that luxury brands have online presence, specifically a profile on social media platforms. However, there are some factors that have affected the full entry of luxury brands in the digital platforms. Arrigo (2018) highlights the following difficulties:

- Thinking that luxury and digital are mismatched,
- Digital markets are complex and there is a wide range of possibilities for being present there,
- Misunderstanding the interactive effects provided by digital platforms.

Besides, Mekonnen and Larner (2021) identify two main challenges for the luxury brands: guarantee and preserve similar customer experience in digital platforms and physical stores, and be aware of the emergent new luxury fashion brands' competence.

At the beginning, luxury brands were reluctant to develop a social media presence as they did not know how to balance their global exposure keeping untouched their exclusiveness. Prime example, Chanel is a well-known luxury brand who has adopted digital marketing in a slow basis due to the fear of losing brand positioning. However, as time has gone by, luxury brands have noticed that it is possible to deliver full accessibility of content and communicate their values and heritage, while keeping untouched their image, as Burberry has done. It immersed itself on the digital reality and improved its profits, while gaining new market segments. It must be highlighted that the most connected customers are the luxury ones in comparison with any other market sector: 80% are connected on a monthly basis, 50% on a weekly basis and 25% every day (Mekonnen & Larner, 2021).

Therefore, luxury brands must develop a digital strategy to be followed. There is no good or bad strategy as one may work out for a luxury firm, but not for another. Each company should find its own path. For example, the strategy followed by Chanel and Burberry is completely the opposite. Chanel bases its social media activities with the image of relevant actress, models and celebrities, such as Marilyn Monroe, while Burberry asks users to join its campaigns, making them feel important and part of the brand. Using the first approach, the brand has the entire control as it is one-way message direction. However, with the second approach the brand loses the control over the dialogue and communication, but the interaction and engagement levels are quite higher (Mekonnen & Larner, 2021; Arrigo, 2018).

Regarding customer experience, it is a key attribute which must be preserved and safeguarded in both environments: instore and online. At the beginning of the digital transition, some brands showed resilience as they believed that in-person experience could not be digitally adapted. Currently, most of them have successfully adapted to it. This process is dynamic as it is present in different stages of the customer journey: information search, moment of purchasing and after the purchase is done. In Figure 8 it can be observed the main differences regarding the instore and online customer experience (Ozuem & Ranfagni, 2021).

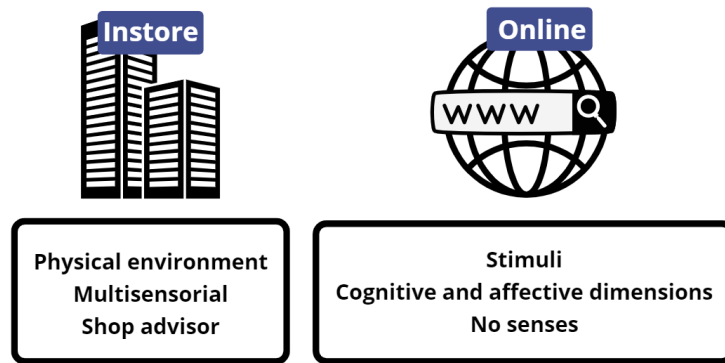


Figure 8. Differences between instore and online consumer experience.
Source: Own elaboration.

On the one hand, instore customer experience is characterized by being in a physical store full filled by elements and notes that represent the heritage and values of the brand: architecture, smells, colours, decoration... Also, it allows to touch, see and feel the luxury goods before buying them, interact with other customers, and receive shop advisors' advice. On the other hand, online customer experience aims to emulate the instore experience as the customer is not able to feel the products or try them on. It is achieved through stimuli: images, videos, informative texts, and audios. The main objective is to create and design an online customer experience which delivers the same values as the in-person buying luxury goods experience does. A positive customer experience can lead to repurchase intention, positive eWom and higher levels of trust and loyalty (Arrigo, 2018; Ozuem & Ranfagni, 2021).

Another challenge to be faced is the huge increased of new fashion brands which have settled down in social media. This has set off a higher engagement on social media to rise the brand exposure and be known by other segments, like the youngest generations. Also, they must face the competence and increase sales (Arrigo, 2018).

Fashion luxury products are highly frequently shared on social media by users to show that they belong to the high society. On social media, users search for the new style trends and see what their peers are wearing and commenting regarding fashion. When a product is photographed and posted by many users (even more if we are talking about influencers), the product will become viral, and many people will desire to buy it. For this reason, social media is able to build group identities and develop personal identity, too. Fashion products can be classified as high-involvement goods, which would lead into a higher degree of UGC and more online conversations (Ozuem & Ranfagni, The Art of Digital Marketing for Fashion and Luxury Brands, 2021, pág. 223).

Luxury brands are highly interested in engaging on social media as they would increase their brand awareness, image and reputation. Hashtags are used in many posts' captions to identify the brand's name or some representative attributes: #LouisVuitton, #Exclusivity, #ArtDeVivre, etc. Moreover, brand mentions are important because if a user mentions them, there is a chance that the followers of this user would click on the mention check the brand's profile. Nevertheless, mentions can lead to negative publicity. As well as the brand takes into account the positive messages, posts and comments, they also have to deal with the negative information posted. For this reason, it is really important to conduct a sentiment analysis to review the positive and negative brand mentions, and do not only focus on participation's level (Ozuem & Willis, 2021).

In order to stand out in digital marketing, luxury brands must give their utmost regarding five key customer touchpoints:

1. “Physical stores (preferably located in the city or travel hubs),
2. Person to person interaction option,
3. Established online search,
4. Knowledgeable sales people,
5. Well developed brand website” (Mekonnen & Larner, 2021, págs. 208-209).

Additionally, to bring off online success, luxury brands must:

- Use innovation to review and design a new luxury experience which would not abandon its main values: excellence, exclusivity, and distinctiveness,
- make sure the five key customer touch points are clearly differentiated and established,
- and focus on the development of a new customer engagement strategy (Mekonnen & Larner, 2021).

Luxury fashion sector still has to refine some of their aspects from its digital presence. Following, it will be studied and analysed one of the most well recognized luxury brands all over the world. This brand is active and present on social media on a daily basis, offering to its followers content regarding the latest products designed, a look into the new collections, photos of celebrities wearing its clothing masterpieces on red carpets, the catwalks... The following section will introduce you to Louis Vuitton.

2.3. LVMH & Louis Vuitton

In this section it will be explained the history and heritage that Louis Vuitton represents since its origins in 1854. Before, LVMH will be introduced as it plays a main role in this project and in the luxury sector: it owns Louis Vuitton and many other luxury brands such as Christian Dior, Loewe, Marc Jacobs... It is the world's leading luxury company, too. Moreover, its remarkable financial performance would be commented. Then, Louis Vuitton's Instagram will be analysed, and some metrics will be compared regarding data from its direct and indirect competence.

2.3.1. Description of LVMH and the brands it owns

Moët Hennessy Louis Vuitton (LVMH) group is well known as the world's most representative leader of luxury brands. It was created on June 3rd of 1987 by the merger of Louis Vuitton and Moët-Hennessy. Currently, it is formed by 75 *Maisons* which operate in the luxury sector and offer high-quality products, protecting and preserving the heritage and identity of each of the brands that form the group. LVMH owns very popular brands among the luxury industry, such as Louis Vuitton, Christian Dior, Tiffany & Co., Moët... but it also owns brands less popular than ones previously mentioned as Ao Yun, Berluti, Patou, Cha Ling... It has 5,556 stores and 150,000 employees all over the world (LVMH, 2022a).

Bernard Arnault (1949) is a key figure for LVMH. He was graduated as an engineer in the Ecole Polytechnic and his professional career started in Ferret Savinel (construction sector) in 1971. He kept promoting until he became the chairman of the company in 1978. In the same year, he acquired Financière Agache, a holding group which operated in the luxury sector. He got rid of many of the companies the group owned, except from Christian Dior, which became the direction of the success. In 1989, Arnault became the chairman, and CEO of LVMH. He has been the only one who has ever occupied those positions. Moreover, he is the president of the Groupe Arnault, S.A holding the majority stake. He decided to adopt an expansive strategy by acquiring different brands, such as Loewe, Celine and Guerlain. Currently, the holding called Groupe Arnault owns the 47.64% of LVMH by owning 42.36% by Christian Dior and 5.28% by means of direct control (Reason Why, 2021; LVMH, 2022h).

LVMH offers to its customers a different range of products such as designer handbags, haute couture items, perfumes, fragrances, cosmetics, premium drinks, diamonds and jewellery, cruise services... It is the only company with presence in the five major sectors of the luxury market and it has grouped all its brands in 5 different houses. In Table 2, it can be observed the division of the houses and the number of brands that compose each of them:

LVMH Houses	N° of brands
Wine & Spirits House	23
Fashion & Leather Goods House	14
Perfumes & Cosmetics House	15
Watches & Jewelry House	8
Selective Retailing House	5

Table 2. Classification of the Houses of LVMH and number of brands that compose each of them.
Source: own elaboration from LVMH (2022i).

In Figure 9, it can be observed all the brands owned by the group and classified depending on its operating sector.

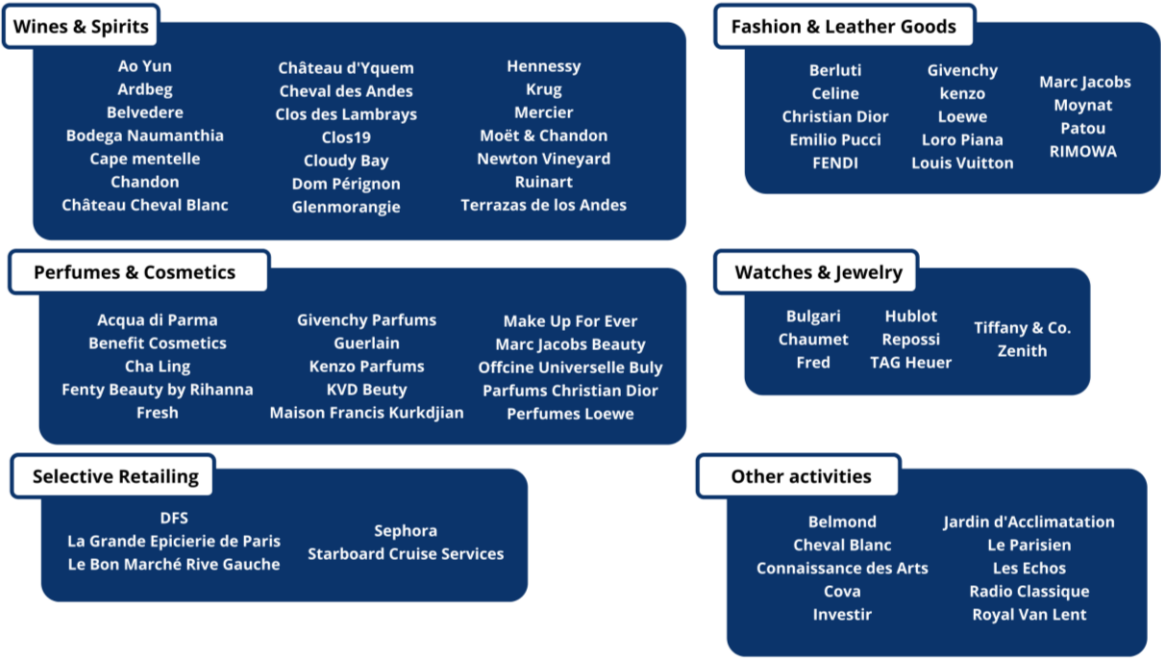


Figure 9. List of the brands which compose the group LVMH.
Source: Own elaboration.

Figure 10, Figure 11, Figure 12, Figure 13, Figure 14 and Figure 15 list all the brands that compose LVMH grouped by its corresponding house.



Figure 10. Brands acquired by LVMH for its Wines & Spirits House.
Source: Own elaboration.



Figure 11. Brands acquired by LVMH for its Fashion & Leather Goods House.
Source: Own elaboration.



Figure 12. Brands acquired by LVMH for its Perfumes & Cosmetics House.
Source: Own elaboration.



Figure 13. Brands acquired by LVMH for its Watches & Jewellery House.
Source: Own elaboration.



Figure 14. Brands acquired by LVMH for its Selective Retailing House.
Source: Own elaboration.



Figure 15. Brands acquired by LVMH for "other activities".
Source: Own elaboration.

As the project is focused on the fashion luxury sector, a timeline has been built to show the acquisitions done by the group LVMH from 1987 to 2021 regarding the Fashion & Leather Goods House. This information can be seen in Figure 16.

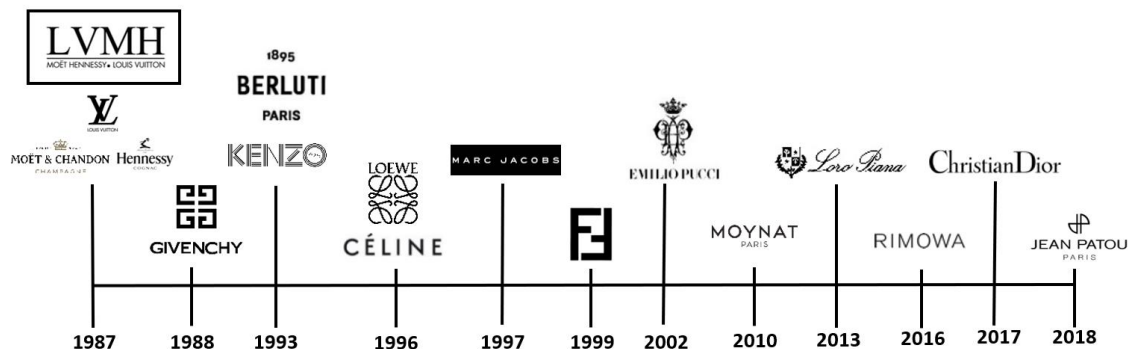


Figure 16. Timeline of the brands acquired by LVMH for its Fashion & Leather Goods House.
Source: Own elaboration.

In 1987, Louis Vuitton merged with Moët and Hennessy. The following year, the group decided to take the control of Givenchy, brand specialised on haute couture and perfumes. 5 years later, in 1993, LVMH acquired Kenzo Paris and Berluti, brand which initially just produced shoes for men. At the present time, it is the only brand of the group which produces fashion luxury items exclusively for men. 3 years later, Loewe (a Spanish and prestigious brand) was acquired, as well as Céline. Both are focused on ready-to-wear garments and leather luxury goods. In 1997, the clothing and accessories brand called Marc Jacobs was controlled by the group. Its creator and previous owner, Marc Jacobs, became the creative designer of Louis Vuitton since 1997 until 2013. In 1999 LVMH and Prada bought the Italian fashion clothing brand Fendi, 50% each of them. 2 years later, LVMH took the whole control of it. In 2002, LVMH acquired the 67% of Emilio Pucci, an Italian brand. Its intention was to take the whole control of the firm, but the family who created and owned the brand were not willing to give in the 33% ownership remaining. However, in 2021, LVMH took the entire control (Wininger, 2021; El País, 2019).

In 2010, Bernard Arnault decided to acquire a French brand named Moyant. It is focused on the production of luxury handbags designed, created and crafted by artisans. 3 years later, LVMH acquired the 80% of Loro Piana, specialized on luxury clothing items using wool and cashmere. In 2016, Rimowa was acquired becoming the first German brand joining the luxury group. One year later, in 2017, it was announced that LVMH would took the whole control of Christian Dior Couture. Previously, it had the control on the perfumes lines, but it did not have the ownership of the fashion business (Wininger, 2021; El País, 2019).

Besides that, LVMH acquired the 5% of Gucci in 1999. The group has tried to acquire Gucci several times, but the president of the company does not want that LVMH obtains the control. That's the reason why every time the group LVMH buys shares, the firm creates new ones and sell them on the market (Wininger, 2021).

2.3.2. Mission and Values

The website does not state any mission in a direct way. However, it quotes a Bernard Arnault's claim that conveys the mission of the company:

Maisons at LVMH have always championed and embodied a refined art de vivre. Indeed, the very expression *art de vivre*, which our Maisons so ardently promote, perfectly encapsulates all that they have embodied for our customers for centuries as privileged partners of this passionate and ever-evolving quest for sophistication and elegance (LVMH, 2022a).

LVMH aims to be recognized and represented by being a key figure of the art de vivre. It has placed a family spirit among all its Houses as LVMH seeks for the development of its brands by providing them with the needed resources to succeed, while keeping their identities separated and untouched. It follows a long-term vision. Its houses are “ambassadors of a distinctively refined ‘art de vivre’” (LVMH, 2022h).

Furthermore, Bernard Arnault said that no matter the sector in which the Maisons operate, neither the year since they were created. All of them must offer to their clients the highest quality products that can be found on the markets with the most selective and high standard raw materials. They cannot be accommodated, and these levels must be evolving continually. It is also defined the 4 shared values among the 75 Maisons:

- Be creative and innovative;
- Deliver excellence;
- Cultivate an entrepreneurial spirit;
- Be committed to positive impact (LVMH, 2022d).

For LVMH it is really important that its brands innovate and do not lack of creativity when they are planning, creating and designing their new collections, products and services... keeping in mind and respecting its own heritage and brand image during this journey. This is the reason why the group decided, several years ago, to share technical knowledge among the different Maisons, so they could help each other and make improvements altogether. Furthermore, in order to deliver excellence, the brands offer to its customers the highest quality in the products. This trait comes directly from the craftsmanship's world. Brands work along with the best artisans and take advantage of their skills and expertise, as they make all the items being very meticulous and taking care of every detail (type of sewing, colour of the thread, type of leather...). As it is known, the products of fashion luxury market “are designed to last from generation to generation” (LVMH, 2022d) .

It is also essential to cultivate an entrepreneurial spirit at any stage of the organization. Because of this, the group has opted for a decentralization organization, so all the communications and responses can be quicker and more fluent. Although LVMH has many years of experience and it is the leader of the luxury market, it behaves (in many aspects) as a start-up by encouraging the entrepreneurial spirit among its workers and challenging them (LVMH, 2022d).

Last but not least, LVMH is committed to bring a positive impact everywhere it operates and has presence. Its goal is to reduce as much as possible all the negative consequences from the

product design to the delivery to the customer. It takes into consideration all the impact (positive and negative) that the process could have in the environment, ecosystem, and people, to build a better future (LVMH, 2022d).

To sum up, the group works to keep untouched and unchanged the brand identity of all the labels that compose the group, as it does not want that they lose its own personality and self-identity. Additionally, it always links its image to brands that represent high-quality and finest products, and brands which support and promote creativity and innovation. It has incorporated to its portfolio brands that are concerned about the impact they deliver to the society and environment, and that value the craftsmanship's world (LVMH, 2022a; LVMH, 2022d).

2.3.3. Financial performance

On January 27th, 2022, LVMH presented its financial results of 2021. As it can be seen on Table 3, the revenue achieved by each business group of LVMH decreased from 2019 to 2020, which led to a negative change on the total revenue of the group (-17%). However, from 2020 to 2021 all the revenues experienced by each sector was positive and it delivered a positive change (+44%). The main reason of this negative change is the pandemic situation (COVID-19) the world had to face as it affected everyone and every company, no matter the operating sector. In 2020, almost all the stores of the group and manufactures had to close due to the health crisis (mainly located in Europe). Also, many international flights and travels were cancelled everywhere, which caused the cancelation and suspension of activities related to hospitality and retail. The length of these restrictions differs from one country to another, but generally, it lasted for several months. However, although the revenues were diminished, LVMH presented such a great adaptability to this difficult and uncertain situation (LVMH, 2022f).

Revenue by business group:

€ Millions	2019	2020	2021	Change 21-20	Change 20-19
Wine & Spirits	5,576	4,755	5,974	+26%	-15%
Fashion & Leather Goods	22,237	21,207	30,896	+46%	-5%
Perfumes & Cosmetics	6,835	5,248	6,608	+26%	-23%
Watches & Jewelry	4,405	3,356	8,964	+167%	-24%
Selective Retailing	14,791	10,155	11,754	+16%	-31%
Other activities and eliminations	(174)	(70)	19	-	-
TOTAL LVMH	53,670	44,651	64,215	+44%	-17%

Table 3. Revenue by business group (€ Millions).
Source: Own elaboration from LVMH (2022f).

During the first 9 months of 2020, all data reported by the 5 houses of LVMH experienced negative variations (except for 2 values) as it can be seen on Table 4. Talking in general terms, the negative fluctuation is higher during the second term (-38%) than in the first term (-17%)

as restrictive measures, such as lockdown or closure of non-vital business, were adopted by most governments during that period. Nevertheless, during the fourth quarter, the performance of each business unit recovered and led to an improvement on the ratio change (-3%). This change is directly attributed to the reopening of the stores in mainly all the countries they were closed, the activation of international transport activities for pleasure, and the huge increment of online sales (which counteracted the loss of transactions because of the closure of physical stores). The Fashion & Leather Goods House presents the lower ratio change at the end of 2020 (-5%) as it is the only house that has experienced positive variations during the third and last quarter (LVMH, 2022f).

2020 Revenue (change compared to 2019)

	Q1	Q2	H1	Q3	9M	Q4	Total 2020
Wine & Spirits	-14%	-33%	-23%	-3%	-15%	-11%	-15%
Fashion & Leather Goods	-10%	-37%	-24%	+12%	-11%	+18%	-5%
Perfumes & Cosmetics	-19%	-40%	-29%	-16%	-25%	-15%	-23%
Watches & Jewelry	-26%	-52%	-39%	-14%	-30%	-2%	-24%
Selective Retailing	-26%	-38%	-33%	-29%	-31%	-26%	-31%
Other activities and eliminations	-	-	-	-	-	-	-
TOTAL	-17%	-38%	-28%	-7%	-21%	-3%	-17%

Table 4. 2020 revenue change vs same period of 2019.
Source: Own elaboration LVMH (2022f).

2021 Revenue (change compared to 2020)

	Q1	Q2	H1	Q3	9M	Q4	Total 2021
Wine & Spirits	+36%	+55%	+44%	+10%	+30%	+18%	+26%
Fashion & Leather Goods	+52%	x2.2	+81%	+24%	+57%	+28%	+46%
Perfumes & Cosmetics	+18%	+67%	+37%	-19%	+30%	+20%	+26%
Watches & Jewelry	+35%	x2.2	+71%	+18%	+49%	+21%	+167%
Selective Retailing	-5%	+31%	+12%	+15%	+13%	+30%	+16%
Other activities and eliminations	-	-	-	-	-	-	-
TOTAL	+30%	+84%	+53%	+20%	+40%	+27%	+44%

Table 5. 2021 Revenue change vs same period of 2020.
Source: Own elaboration from LVMH (2022e).

In 2021, although the COVID-19 was still present, LVMH achieved a record on its performance by earning 64,2 billion of euros (Table 3). This is reflected as an increase of 44% (Table 5) in comparison with last year's revenue. None of the business group has suffered any loss, except for the Selective Retailing House during the first quarter and Perfumes & Cosmetics House in the third quarter. The causes of these good results may be summarized in three facts:

- Reactivation of international flights (retail and travel activities were revitalized),
- online activity and sales that kept growing so fast,

- and record performance of two Houses: Watches & Jewellery House (acquisition of Tiffany & Co) and Fashion and Leather Goods House (due to its major brands) (LVMH, 2022e).

On the one hand, the Watches & Jewellery House has increased its revenue by +167% (as it can be seen in Table 3). This is directly related to the acquisition of “Tiffany & Co”, which appeared for the first time on the consolidated financial statements of LVMH. It has been integrated adequately in the group and it has experienced its highest performance just after joining the group. The increased of high-end jewellery and watches’ demand has contributed to these exceptional results, too (LVMH, 2022c; LVMH, 2022e).

On the other hand, the Fashion & Leather Goods House is the business group which better results has experienced. It has contributed to the 48,11% of the total revenue of 2021 as it can be observed in Table 6. It almost generated half of the total revenue of the group. Its most consolidated and popular brands like Louis Vuitton, Christian Dior, Fendi Celine, Loewe and Marc Jacobs have conducted an impressive and remarkable performance as all of them rised up its revenue and profitability to record levels. During the second term, it achieved the best results by increasing its revenue from 3,346 million of euros (2020) to 7,125 million of euros (2021). The revenue on that quarter exceeded more than the double previous year’s revenue (LVMH, 2022c; LVMH, 2022e).

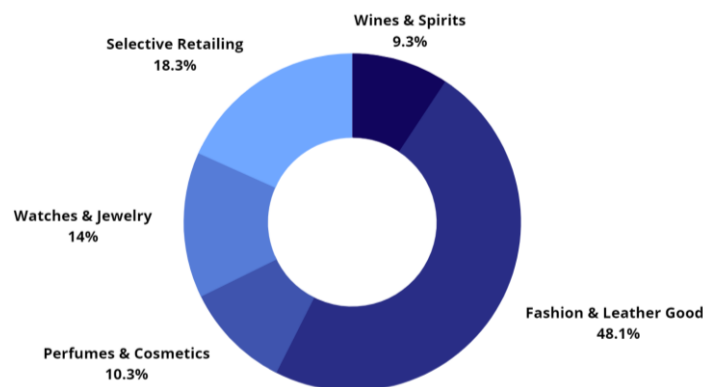


Table 6. Percentage of Revenue by each of the Houses.
Source: Own elaboration.

The Fashion & Leather Goods House’s excellent results are driven by the way digital tools have been used and brand’s creativity. For example, the online shows streamed during COVID-19, like 2021 Christian Dior Couture Women’s Fall-Winter collection in the Palais of Versailles or 2022 Louis Vuitton Women’s Spring-Summer show in the Louvre. These were available online for everyone and millions of viewers have seen the fashion shows, rather than just the people who attended the show in person as it has happened during the previous years. The business group of Fashion & Leather Goods has unfolded three key strengths in 2021:

- Exceptional expertise;
- Intensely creative collections;
- Excellent customer experience (LVMH, 2022b).

Focusing on each brand, specific issues can be found. **Louis Vuitton’s** growth is partially attributed to the renewal of its iconic models, the new version of the handbag *LV pont 9*, the collection with Fronassetti and the launch of different versions of the *petite malle* handbag.

Christian Dior Couture experienced positive progress in all its categories. The new Dior Caro handbag with the cannage pattern and the classic models reinvented (style and size) contribute, too. **Fendi's** growth was caused by the increase on sales of the Fendi Peekaboo, the Baguette and the Fendi first handbag. Its collaboration with SKIMS¹ broke the records. **Céline** Triomphé and 16 lines handbag was a totally success, such as the entire ready-to-wear collection designed by Hedi Slimane. In the case of **Loewe**, it has stood out the Puzzle, Flamenco and the new Amazonas handbags. Furthermore, it presented a project with the aim of re-using leather of other collections to manufacture its new designs (Surplus Project). For **Marc Jacobs** it is noteworthy the Tote Bag sales' increase, the Heaven line in the ready-to-wear collection and the model Jogger in footwear. Also, it has experienced such a positive engagement on social media (LVMH, 2022b).

2.3.4. History and heritage of Louis Vuitton

The luxury brand Louis Vuitton represents sophistication and elegance all over the world. The products are crafted by artisans who know exactly how to craft the designs dealing with the highest quality raw materials in the market. They attend up to the last detail as they have been doing since its origins. This brand promotes a refined art de vivre which is captured in all its products and services.

Louis Vuitton was created in Paris in 1854 by Georges Louis Vuitton. Its creator moved to Paris when he was just 16 years old leaving his family behind. He was hired by the artisan Romain Maréchal and he started working on his atelier, Monsieur Maréchal. At that time, travelling was not as comfortable as it is nowadays. They used to move around by train, boat and/or horse-carriage without a practical suitcase or box to pack all their belongings. This made each journey complicated. Since the first day, he stood out due to his work and techniques used. George was a visionary and came up with an idea that would change his life and the life of his future generations (Amil, 2016; Louis Vuitton, 2022c).

By creating and designing boxes (that would turn into trunks several years later) George settled a new trend that directly affected the way of travelling from one city to another, and from one country to other. He always crafted and shaped a piece that would satisfy the journey desires of each customer. For this reason, his customers had to pre-order the items as George did not design products without knowing the needs of the buyer. Its popularity grew and the demand of his products, too. In 1854, he opened a workshop in 4 de la rue Neuve-des-Capucines, but due to his success and the overwhelming demand, in 1859, George opened an atelier in Asnières (Paris) (Amil, 2016; Louis Vuitton, 2022c).

Its first creation requested by a famous person was Napoleon III's wife, the empress Eugenia, who gave him international recognition. Later, people from high society and royal figures, such as the Tsar Nicholas II of Russia, Robert de Montesquiou, Alfonso XIII or Sarah Bernhardt became clients of George Louis Vuitton. Its popularity kept increasing and he was rewarded, in

¹ Brand created by Kim Kardashian. She is an American celebrity with great influential power over the youngest generations.

1867, with the Universal Exhibition's bronze medal in Paris. This award rose his popularity. Thanks to the admiration and reputation he achieved, his business grew up and in 1885, he opened the first international store in Oxford Street (London) (Collera, 2016; Louis Vuitton, 2022c; Vogue, 2022; Amil, 2016).

However, not everything was good news. Many of these trunks were seen by the thieves as a treasure chest, and some of them were stolen, broken or opened easily. George Louis Vuitton was really annoyed by this and developed a mechanism, along with his son, to protect and keep safe the belongings of its customers: a lock. The system was effective and kept the items of its clients safe. To prove its effectiveness, George challenged Harry Houdini, an expert on getting out from tiny things, to be locked in a Louis Vuitton trunk and try to get out. However, he declined the offer. The lock invented in 1886 by George and his son and it is still used on the Louis Vuitton trunks (Amil, 2016; Louis Vuitton, 2022c).

In 1892, George Louis Vuitton passed away and his son, George Vuitton, took on the legacy. He kept growing the business and developed his father's ideas. Besides, he delivered innovation, creativity, and new techniques. His main objectives were to improve the resistance of the trunks, lower its weight, and extend the colour and pattern styles by which the pieces could be manufactured. In 1888, the Damier canvas was created. It can be seen in the left side of Figure 17 (Amil, 2016).

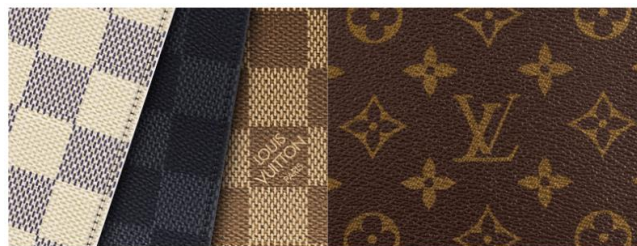


Figure 17. Damier canvas and LV monogram.
Source: Own elaboration.

The Maison has always been characterized for taking care of every detail and element that composes the pieces, and by the techniques and high-quality raw materials used to craft the designs. While Louis Vuitton's items gained popularity on the streets and high society, counterfeits started appearing. For this reason, in 1896, George created the LV monogram (right side of Figure 17) to fight against the imitations and as a tribute to his father. The monogram is composed by 3 different designs of Japanese flowers, the initials LV and it has always been brown and beige. In that moment, that pattern became an icon and symbol of fashion in the elite class (Collera, 2016).

Due to the 29-crack crisis and the World War II, the company's performance slowed down, but George did not. He kept thinking and developing new concepts and ideas. Together with the trunks, he decided to start manufacturing items that could be carried and used on a daily basis. In 1930 the first two models of handbags were released: *Keepall* and *Speedy*. Two years later, the model *Noé* was released, too. Nowadays, these three models are icons of the brand, and there can be found many different versions of them (Collera, 2016).

In 1936, George Vuitton died and the direction of the Maison was transferred to Gaston Vuitton, his son and great son of the founder. He was concerned on expanding the company to more cities and countries. In 1980, it was opened the first store in New York. Seven years later, in 1987, as it has been explained previously, the Vuitton family lost the control of the company

by the merger of Louis Vuitton with Moët & Chandon and Hennessy. The agreement led into the creation of the luxury group LVMH (Haute History, 2020).

In 1996, it took place the 100th anniversary of the LV monogram. To celebrate this important date, 6 designers were reunited by Louis Vuitton and created 6 original and unique pieces with an only requirement: using the iconic monogram. These exclusive items may be seen in Figure 18: Manolo Blahnik designed an oval shaped shoe trunk, Helmut Lang crafted a DJ vinyl box, Sybilla manufactured a singular backpack with a built-umbrella, Isaac Mizrahi produced a weekend handbag (its interior could be seen by anyone) with a tiny purse with LV monogram, Vivienne Westwood made a bustle bag which could be worn at the back, shoulder or hand and Romeo Gigli created a pointed hiking bag with leather straps (Louis Vuitton, 2022c).

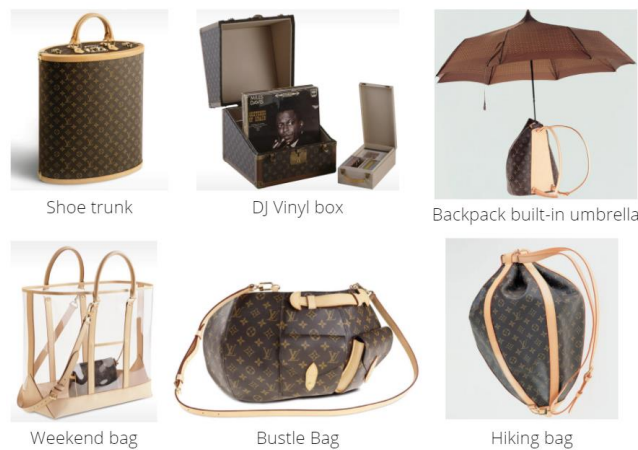


Figure 18. The 6 original designs for the 100th anniversary of Louis Vuitton' monogram.
Source: Own elaboration from Louis Vuitton (2022c).

After the acquisition of Marc Jacobs by LVMH in 1997, its owner, Marc Jacobs, became the new creative director designer for Louis Vuitton. Since that moment, Louis Vuitton did not just sell trunks and handbags, it also began designing and producing ready-to-wear pieces for men and women. This first collection was presented in March 1998. Three years later, the company launched its first jewellery line. Mar Jacobs is a key figure in the evolution of the Maison. He mixed the elegance and high standards the brand represents with innovation but keeping the essence. He run a total of 30 shows which were awaited by everyone and were characterized for being very outrageous and original.

Another thing to highlight about Louis Vuitton is its claimed limited. Under Marc Jacobs' supervision, the brand has conducted several collaborations with different artists. The first one took place in 2001, with Stephen Sprouse, a fashion artist and designer. It has been one of the most loved collections by the customers and it approached the client to the street art. He reinvented the monogram used by Louis Vuitton creating a new one shaped as a graffiti, with neon colours that said, "Louis Vuitton Paris". Other popular collaboration was in charge of Takashi Murakami. He is a Japanese artist who worked with Louis Vuitton since 2003 until 2015. During that period, they released several collaborations, being the multicolour monogram the most popular. Nowadays, these items can just be found on the resale markets with sky-high prices (Yotka, 2016; Asís, 2015).

In 2008, Forbes stated that Louis Vuitton was the most valuable luxury brand worldwide. In that moment, it was valued by 16,646 million of euros. The major change took place in 2013 when Marc Jacobs quit from his job position after 16 years working for Louis Vuitton. His

replacement was Nicolas Ghesquiere, who was the previous creative director of Balenciaga. One year later, he presented the first collection, and he was awarded by the Wall Street Journal as the Fashion Innovative and by the Fashion British Award as the Best International Designer (Collera, 2016; Magan, 2008; Louis Vuitton, 2022a).

Concerning the men's creative directors, Kim Jones oversaw the Men's collections until 2018, when he was replaced by Virgil Abloh. He was the owner of one of the most popular brands of the streetwear: Off White. With this project, he became a candidate to win the award that LVMH hands to young designers. Currently, LVMH controls the 60% of his brand. Unfortunately, on November 28th of 2021, the death of Virgil Abloh came out of the blue. The luxury fashion industry lost one of the most popular and revolutionary figures of the streetwear and luxury fashion sector (Louis Vuitton, 2022b; Ramírez, 2021).

In 2021 it has been celebrated the bicentennial anniversary of Louis Vuitton's founder. The brand honored him by launching a new Bravery jewellery collection and reinventing the most iconic models of LV handbags, like *LV Pont 9* or the *Petite Malle*. With all this information it has been created a timeline (Figure 19) which tells in a more visual way the history of Louis Vuitton and its most important events until the present time.

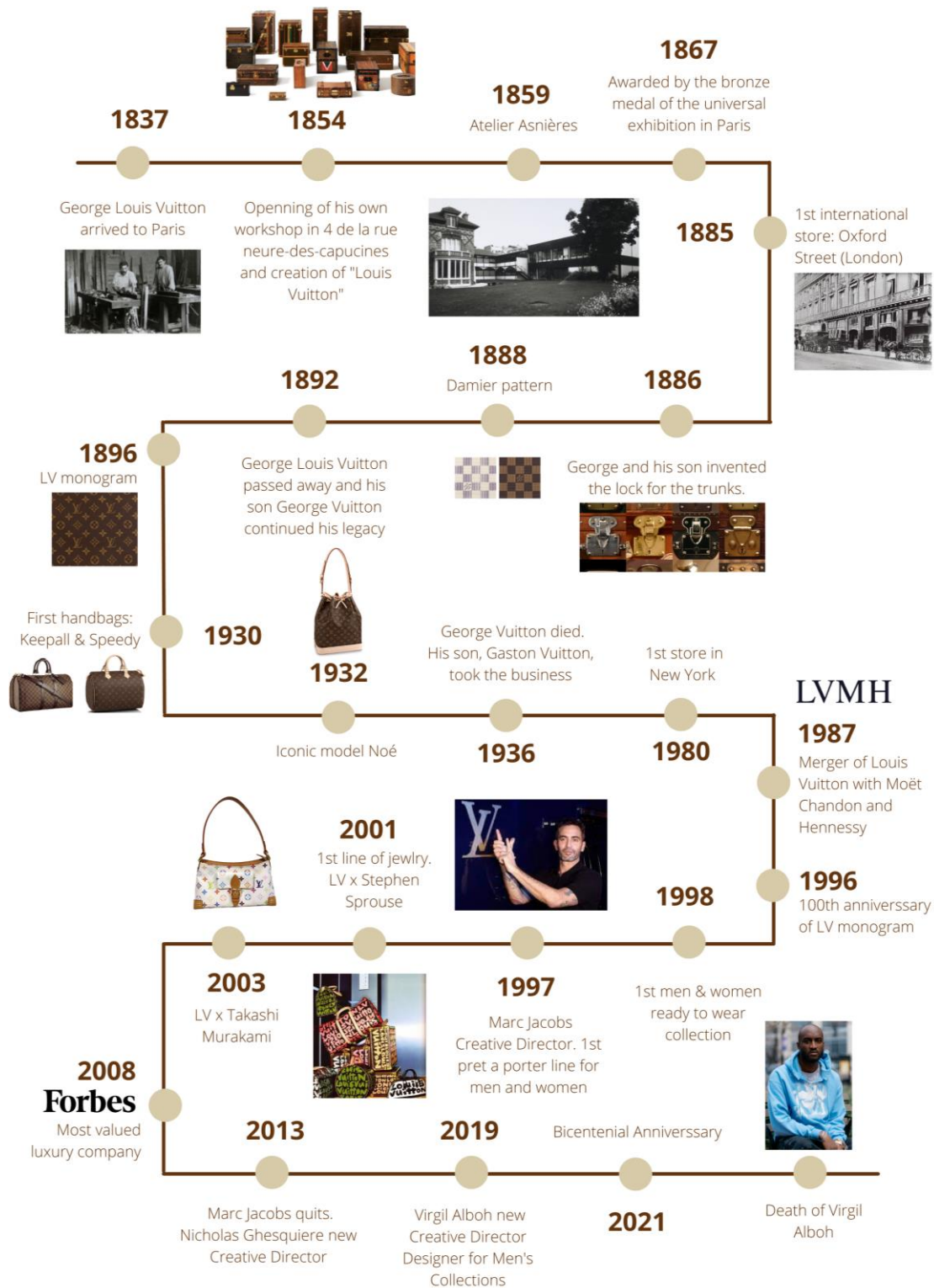


Figure 19. Timeline of Louis Vuitton 1837 - 2021.
Source: Own elaboration.

2.3.5. Louis Vuitton at present

As it has been showed in a previous section, Louis Vuitton's revenues and sales decreased, as it happened in the luxury fashion sector as a whole. However, in 2021, the sector and the brand itself experimented a positive evolution. In 2021, in-person shows came back, and several limited streetwear style editions based on collaborations with emergent artists or other brands were released. Currently, consumers prefer to acquire conscious products which information regarding how and where they are made of is offered, as well as promoting sustainability. Louis Vuitton and the group LVMH are taking action to minimize the damage caused to the environment. These topics will be discussed in the following paragraphs.

According to Forbes, Louis Vuitton is the world's most valuable luxury brand of 2021. It is the top brand of its group, and it is one of the most profitable brands on the planet due to its 30% of profit margins. In the global ranking of the most valuable brands, just 6 of them operate in the luxury sector: Louis Vuitton is situated in the 9th position, followed by Gucci (31st), Hermès (32nd), Chanel (52nd), Cartier (56th) and Rolex (80th). Its brand value is 47,2 billion of dollars (increased by 20% in comparison with 2020) and it achieved a brand revenue of 15 billion of dollars. (Forbes, 2021a; Forbes, 2021b).

One thing to be highlighted is the change in trend on the luxury fashion market. Nowadays, luxury and streetwear style brands have started going hand in hand. These collaborations have been a total success among the youngest generations. Louis Vuitton collaborated with Supreme² in 2017. This collaboration broke down the Internet and increased Louis Vuitton's income by a 21%. One of the most awaited collaborations in 2022 is LV x Nike. The Air Force 1 sneaker model from Nike has been redesigned for its 40th anniversary. Both collections represent a mixture of haute couture and streetwear culture (Carreon, 2022; Girela, 2021).

Additional feature of 2021 is that in-person fashion shows came back. The fashion industry has been working without them for almost 2 years. Louis Vuitton organized its first show with public in one of the most popular locations in Paris: The Louvre Museum. The show was streamed and reached millions of viewers worldwide. The following shows took place in 2 Asian cities: Shanghai (2022 Women's Spring-Summer collection) and Seoul (2021 Men's Autumn-Winter collection). Moreover, concerning its expansive strategy, the firm opened an emblematic store in Tokyo and reopened (after 16 years closed) the Samartiaine Pont-Neuf³ in Paris (LVMH, 2022c).

Furthermore, Louis Vuitton has presence in different sports field as its artisans of the atelier in Ansières manufacture the trophy cases for the Rugby World Cud 2023, Monaco Grand Prix Formula 1 and the Davis Cup. It maintains its partnership with the NBA, too. For the 2021 Women's Spring-Summer collection, the brand opted to use famous people as models, instead of unknown models. Its own ambassadors Emma Stone and Jennifer Connelly (actresses awarded by an Oscar), Sophie Turner (first appearance after giving birth), Naomi Osaka (tennis player), Carolyn Murphy and Laura Harrier (top models), and 2 men artists: Jayden Smith and Cody Fern; walked down in the catwalk. Louis Vuitton is represented by its own House

² American's brand very representative in the streetwear lifestyle.

³ Large department store in Paris, France.

Ambassadors, who are most likely to be celebrities such as actors, actress, musicians, influencers... (La Vanguardia, 2021).

Besides that, luxury clients' concerns have changed and new luxury customers care about the environment and pursue to buy sustainable fashion. Luxury fashion brands are adapting how they produce and the techniques and materials used to damage as less as possible the ecosystem. LVMH is committed with the environment, biodiversity, and climate. It aims to decrease as much as possible the bad impact it delivers to the ecosystem by an alliance of the creativity and nature. Louis Vuitton has started introducing to its new collection sustainable items that respect the environment. By 2025, it desires to produce all its products following an ecologic design process. Materials used for events/shopwindows must be recycled or reused, too (LVMH, 2021a; LVMH, 2022c).

These actions taken by the entire group and the brand stand for one of the values that LVMH embodies: Be committed to positive impact. To make the difference, LVMH has developed an initiative called, **Life 360**. It embodies the creation of products respecting the environment to establish a positive impact and reducing as much as possible all the negative effects. It aims that all the Maisons produce in harmony with the nature. It has defined several precise targets for 2023, 2026 and 2030, which can be seen in Figure 20. These targets can be grouped in 4 strategic priorities:

1. Creative circularity,
2. Transparency,
3. Protect biodiversity,
4. Fight climate change (LVMH, 2021a; LVMH, 2022c).

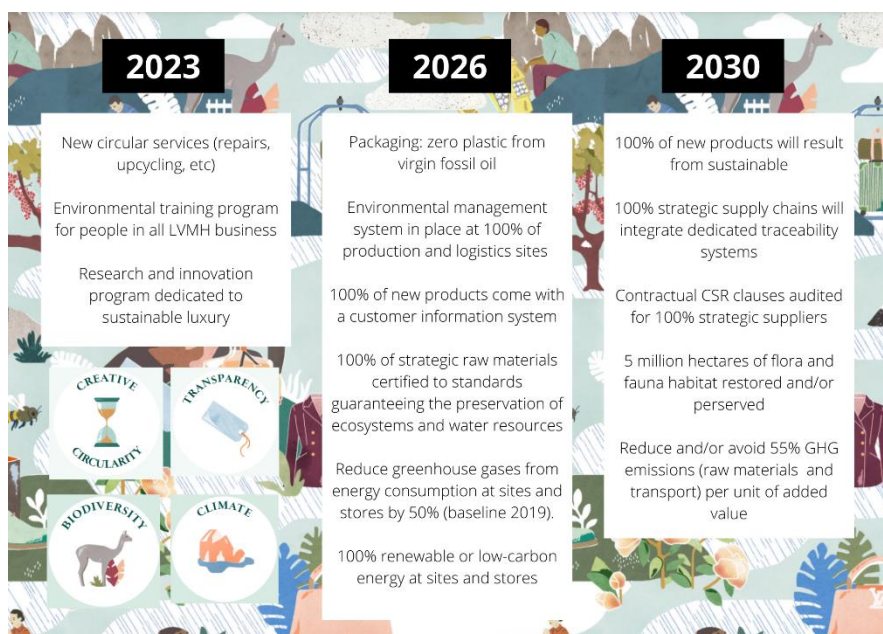


Figure 20. Precise targets for a determined time horizon.
Source: Own elaboration.

Currently, to meet Life 360 program’s goals, Louis Vuitton has started taking action. For example, its test products are prototyped in 3D-printing instead of being produced. This leads to a significant reduction in the use of raw materials and offers the chance to adjust more easily: changing the colour, making it bigger, smaller... Furthermore, Louis Vuitton has integrated several items produced with recycled and reused materials like products from the line LV Felt (2021). These are made of recycled wool, plastic and polyester. Also, the unisex sneaker called Charlie is produced with 90% of recycled materials, and the line “Be Mindful” is a clear example of upcycled⁴ collection. It uses handkerchiefs made of silk from previous collections, and it converts them into shawls, little scarfs, bracelets, necklaces, headbands... Other initiative is that it mixes the remains of leather with the paper used to make paper bags, so they are more resistant (LVMH, 2021b).

2.3.6. Instagram of Louis Vuitton

Louis Vuitton participates on the Instagram community since June 12th of 2012. Figure 20 shows a general view of Louis Vuitton’s Instagram account. Currently⁵, it is followed by 47,715,286 users. However, this amount differs significantly with the number of accounts followed by the brand: 5 (Virgil Abloh, Unicef, Fondation LV, Nicholas Ghesquiere and LVMH). At first glance, it can be seen that the account is verified, its profile picture is the logo of the brand and the description profile has the direct link to its website. Moreover, it only has one highlight: “HELP UNICEF”. This relates to the tragic situation Ukraine is facing (Louis Vuitton, 2022d).

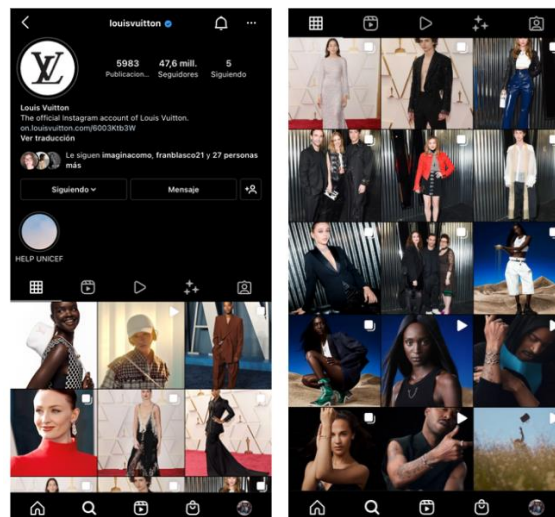


Figure 21. Instagram of Louis Vuitton.
Source: Own elaboration.

Louis Vuitton’s Instagram is composed by few videos and many carrousel posts. By April 3rd, it amounts to 5,999 posts with an average of 244 comments per post and 52,712 likes per post.

⁴ Old product used as a raw material of a/several new products.

⁵ Data collected on April 3rd.

However, some posts lag far behind this data and others surpass it. Timothee Chamalet's post is a clear example. He is a popular actor among the youngest generations who attended the Oscars 2022 gala dressed by Louis Vuitton. This post was published on March 28th and has recorded 250,000 likes and 741 comments. Both metrics have doubled the average of likes and comments that Louis Vuitton usually receives (Louis Vuitton, 2022d).

Regarding the use of hashtags, Louis Vuitton uses *#LouisVuitton* in most of the post captions. Furthermore, if the post is related to a relevant event or a collection, it uses a hashtag to highlight it, such as *#Oscars2022*, *#LVWatches*, *#CriticsChoiceAwards*, *#BAFTAs*, *#LVTatic*, *#LVMenSS22*, etc. When a house ambassador, a model, an actor or a famous person appears in the post, the person is usually tagged and its name is written in the caption as a hashtag: *#JoeJonas*, *#NaomiCampbell*, *#JBalvin*, *#SophieTurner*, *#TimotheeChalamet*, etc. (Louis Vuitton, 2022d).

In order to analyse and interpret Louis Vuitton's Instagram account results, Table 7 has been built. It shows Louis Vuitton's Instagram data but also data from its direct competitors on this social network: Gucci, Prada and YSL. The popular fast fashion brand ZARA has been added into the table although it is not considered direct competence. Overall, the number of followers of Gucci, Louis Vuitton and ZARA is higher and quite similar in comparison with Prada and YSL's number of followers: almost 30 and 10 million respectively. Louis Vuitton has an **engagement rate** of 0.11%, close to Gucci and Prada's. Concerning the **audience growth**, Louis Vuitton presents the lowest data with a daily growth of 0.08%. Zara and YSL show the highest audience growth with a 0.25% and 0.26% respectively.

	Louis Vuitton	Gucci	Prada	YSL	Zara
Followers	47,715,286	47,909,568	29,143,318	10,131,126	49,585,689
Posts	5,999	8,508	6,995	2,010	3,651
Like/post	52,712	65,053	47,559	39,909	40,787
Comment/post	244	240	164	213	201
Engagement rate	0.11%	0.14%	0.16%	0.40%	0.08%
Audience growth	+0.08%	+0.14%	+0.16%	+0.25%	+0.26%
Like vs. Comment ratio	0.46	0.37	0.34	0.53	0.49
Post frequency	21	16.80	14	6	7

Notes:

- Data collected on April 3rd, 2022.
- Likes/Post and Comment/Post correspond to last 14 days.
- Audience growth: % of new followers in comparison with last week.
- Like vs. comment ratio: n° of comments per each 100 likes during the last 14 days.
- Post frequency: n° of posts published each week in the last 14 days.

*Table 7. Analysis competence data on Instagram.
Source: Own elaboration from Social Tracker (2022).*

Concerning the total amount of posts published, Gucci has posted a total of 8,508 posts followed by Prada and Louis Vuitton. However, taking a look at the **post frequency ratio**, Louis Vuitton is the brand that has posted the most: 21 posts per week in the last 14 days. It receives 0.46 comments per 100 likes, just after YSL and ZARA who present higher results, but their **post frequency ratio** is much lower (6 and 7 post per week respectively) (Social Tracker, 2022).

CHAPTER 3: METHODOLOGY OF ANALYSIS

In this section, the methodology of the analysis performed to Louis Vuitton's Instagram will be described. As the goal of this project is to propose a campaign for 2022 Louis Vuitton Men's Fall-Winter collection, we have decided to study the posts regarding the last two campaigns conducted on Instagram by Louis Vuitton. In this way, we will be aware of the resources implemented by the company in Instagram, so that our proposal could be aligned with the social media communication strategy.

Upon the posts of those two campaigns, a content analysis has been performed. This tool provides a systematic study focused on a set of variables that can be measured in a quantitative way (Igartua & Humanes, 2004).

3.1. Variables

For our study, there have been defined eleven variables. They have been structured in three different aspects: description of the post, engagement, and content. Next, we describe the data collected from every post in the sample.

We have numbered all the posts and registered the *url* of each of them so, if we need to check the post again, it will be easier. Then, we have taken note of the *date* in which it was published, as well as the number of *likes* and *comments*, and *type of post*: photo, carousel, video, or reels. In the case of a video and reels, we have noted the number of total *views*, too. After doing this, we have established a dichotomic variable called *only product*. It is affirmative when the post shows the product without the presence of a model. It would take a negative value when there is someone in the image. In this case, we have had to identify if there was a *celebrity* or House Ambassador, rather than an unknown model. Every time we have had a celebrity's post, we have taken note whether the celebrity was *tagged* to the post or *mentioned* by the username or *full name* in the post's caption. Also, we have written down all the *hashtags* that appeared. Regarding the *type of product* that appeared in the post, we have decided to classify the posts as follows: Apparel, Fragrances, Handbags, Sneakers, Watches, or None. Table 8 shows the variables for the content analysis.

VARIABLES	DESCRIPTION
URL	Post's URL
Date	Date of publication
Likes	Number of likes
Comments	Number of comments
Views	When the post is a video/reel, number of views
Hashtags	Dichotomic variables: one for each hashtag
Type of post	Type of post. Categories: photo, video, reels and carrousel
Type of product	The post presents one LV product in a prominent way Categories: Apparel, Handbags, Sneakers, Watches, Fragrances, None.
Only product	Dichotomic variable, activated when the product is presented forefront
Celebrity	Dichotomic variable, activated when a celebrity is present
Referenced celebrity	The celebrity is referenced in the post Categories: mention, tag, and name.

Table 8. Description of the variables considered in the analysis of both campaigns.
Source: Own elaboration.

3.2. Criteria for the corpus selection

The two last campaigns on Instagram will be studied following the content analysis methodology. These campaigns are:

- 2021 Christmas campaign⁶,
- 2022 Spring-Summer Men's Collection.

Each of the campaigns is identified by one hashtag. So, it will be considered that caption's posts with *#LVgifts*, will belong to the 2021 Christmas campaign (Holidays season campaign), and caption's posts with *#LVMenSS22* belong to 2022 Spring-Summer Men's Collection.

⁶ The term "Holidays season" will refer to this campaign, too.

CHAPTER 4: RESULTS

4.1. #LVgifts campaign

The **LV Holidays season campaign (#LVgifts)** was conducted from November 22nd to December 31st. It is composed of a total of 46 posts. The distribution regarding the type of posts is the following: 22 photos, 6 carrousel, 10 videos and 9 reels.

This campaign is starred by one of its House Ambassadors, Stacy Martin. She is a French actress who currently is followed by almost 83,000 users on Instagram. We have decided to distinguish the posts where the celebrity appears and is mentioned. The results are presented in Table 9:

Nº of posts	46
Average of likes	69,573.13
Average of comments	245.87
Average of likes (without Stacy Martin)	86,496.32
Average of comments (without Stacy Martin)	305.68
Type of post	Photo: 43.48% (20)
	Carrousel: 13.04% (6)
	Video: 23.91% (11)
	Reels: 19.57% (9)
Type of product	Apparel: 28.26% (13)
	Accessories: 2.17% (1)
	Fragances: 2.17% (1)
	Handbag: 36.70% (17)
	None: 30.43% (14)
Nº of posts with celebrities the house ambassador Stacy Martin	9 (19.57%)
Nº of posts just showing just the product	0
Total of hashtags used	#LVgifts: 46 times. #LouisVuitton: 37 times.

*Table 9. Content analysis results for #LVgifts campaign.
Source: Own elaboration.*

The average of likes and comments slightly decrease if the house ambassador is present or not. Without her, Louis Vuitton obtains higher amounts of likes and comments. Table 11 shows the three posts which more likes have received, and Table 11 groups the three most liked posts in which Stacy Martin appears.





Date	Post	Caption	Likes	Type
December 11 th 2021	 <p>(https://www.instagram.com/p/CXWhGutzcw/)</p>	<p>Playful tokens. Showcasing the Maison’s signatures, #LouisVuitton’s Vivienne figurine is transformed into an oversized plush toy this holiday season. Explore the selection of #LVGifts via link in bio.</p>	143,413	Photo
November 23 rd 2021	 <p>(https://www.instagram.com/p/CWnHFMhqB2W/)</p>	<p>Holiday delight. This season, the magic comes alive with the Maison’s most covetable designs. Discover the new #LouisVuitton Holiday Campaign starring House Ambassador @_stacymartin via link in bio. #LVGifts</p>	139,739	Carrousel
December 18 th 2021	 <p>(https://www.instagram.com/p/CXobzP-s9Hj/)</p>	<p>Soar above the clouds. Soft and supple, the Coussin bag is embossed with #LouisVuitton’s iconic Monogram motif. Explore the seasonal selection of #LVGifts via link in bio.</p>	134,097	Photo

Table 10. LV’s Instagram posts with most likes for Christmas Holidays ([#LVgifts](#)) campaign.
Source: Own elaboration.

Date	Post	Caption	Likes	Type
November 23 rd 2021	 <p>(https://www.instagram.com/p/CWnHFMhqB2W/)</p>	<p>Holiday delight. This season, the magic comes alive with the Maison’s most covetable designs. Discover the new #LouisVuitton Holiday Campaign starring House Ambassador @_stacymartin via link in bio. #LVGifts</p>	139,739	Carrousel



December 27 th 2021	 (https://www.instagram.com/p/CX-wB_us161/)	World of festivities. Add some sparkle to the season with #LouisVuitton 's most eye-catching designs. Discover the Holiday Campaign by Creative Director Roman Coppola starring House Ambassador Stacy Martin via link in bio. #LVGifts	78,723	Video
December 18 th 2021	 (https://www.instagram.com/p/CX-nk3pLt6nk/)	World of dreams. This season, turn dreams into reality with a special selection of #LouisVuitton 's enchanted gifts. Discover the Holiday Campaign by Creative Director Roman Coppola starring House Ambassador Stacy Martin via link in bio. #LVGifts	68,431	Video

Table 11. LV's Instagram posts with most likes for Christmas Holidays (#LVgifts) campaign considering the presence of the House Ambassador Stacy Martin.

Source: Own elaboration.

The Christmas campaign follows a narrative thread. There are five different scenarios: a place with tones of LV trunks where two children are hiding, running, and laughing; a snow landscape with young people skiing; a trunk carried by hand converted into a dolls play house in which a family can be seen; and a night party. There can be seen many sparkling and festive looks to celebrate a special occasion. Models are largely young and each of them is physically different: black, white, Asian, curly hair, brown hair, with freckles in the face...

4.2. #LVMenSS22 campaign


The **2022 LV Men's Spring-Summer campaign (#LVMenSS22)** was conducted from December 22nd to February 13th. It is composed of a total of 36 posts. The distribution regarding the type of posts is the following: 10 photos, 19 carrousel, 5 videos and 2 reels.

In this campaign, Louis Vuitton is associated with the members of BTS, a very famous boy band from south Korea who are followed by almost 64 million of users on Instagram. It has been decided to distinguish the posts in which they appear and are mentioned. Table 12Table 12 shows the results of analysing this campaign.

Number of posts	36
Average of likes	370,929.86
Average of comments	2,041.64
Average of likes (without BTS)	84.446,78
Average of comments (without BTS)	293.11
Type of post	Photo: 27.78% (10)
	Carrousel: 52.78% (19)
	Video: 5.56% (5)
	Reels: 13.88% (2)
Type of product	Clothing: 76.92%%
	Handbag: 12.82%
	Sneakers: 5.13%
	Watches: 5.13%
Nº of posts with celebrities (BTS)	18 (50%)
Nº of posts just showing just the product	0
Total of hashtags used	#LVMenSS22: 36 times. #LouisVuitton: 34 times. BTS: 18 times. #RM, #Jin, #SUGA, #Jhope, #Jimin, #V, #JungKoo, #TimWalker: 6 times.

Table 12. Content analysis results for #LVMenSS22 campaign.
Source: Own elaboration.

The average of likes and comments differs so much if BTS is present or not. Without them, the average is higher but quite similar to the results of the previous campaign analysed. For this reason, to determine which are the posts more liked, this distinction has been used. In Table 13 are showed the posts with more likes received, and in Table 14 the most liked posts in which BTS do not show up.

Date	Post	Caption	Likes	Type
December 24 th 2021	 (https://www.instagram.com/p/CX29Eak0HI/)	<p>#V in #LouisVuitton. The @BTS.bighitofficial member and House Ambassador is photographed for the January 2022 Special Editions of @VogueKorea and @GQ Korea in pieces from the #LVMenSS22 Collection by Virgil Abloh. #BTS</p>	985,691	Carrousel





<p>January 12nd 2022</p>	 <p>(https://www.instagram.com/p/CWnHFMhqB2W/)</p>	<p>#JungKook in #LVMenSS22 by Virgil Abloh.</p> <p>The @BTS.bighitofficial member and House Ambassador is captured in the January 2022 Special Editions of @VogueKorea and @GQ_Korea wearing a #LouisVuitton look by Virgil Abloh.</p> <p>#BTS</p>	<p>866,030</p>	<p>Carrousel</p>
<p>January 12nd 2022</p>	 <p>(https://www.instagram.com/p/CYoszfxtCF9/)</p>	<p>@BTS.bighitofficial in #LVMenSS22. The House Ambassadors star in the January 2022 Special Editions of @VogueKorea and @GQ_Korea wearing looks from Virgil Abloh's #LouisVuitton collection.</p> <p>#BTS #RM #Jin #SUGA #ihope #Jimin #V #JungKook</p>	<p>852,634</p>	<p>Photo</p>

Table 13. LV's Instagram posts with most likes for 22 Men Spring Summer ([#LVMenSS22](#)) campaign.
Source: Own elaboration.

Date	Post	Caption	Likes	Type
<p>February 2nd 2022</p>	 <p>(https://www.instagram.com/p/CZeBbvqM-iK/)</p>	<p>#V in #LouisVuitton.</p> <p>The @BTS.bighitofficial member and House Ambassador is photographed for the January 2022 Special Editions of @VogueKorea and @GQ_Korea in pieces from the #LVMenSS22 Collection by Virgil Abloh.</p> <p>#BTS</p>	<p>190,357</p>	<p>Photo</p>
<p>February 12nd 2022</p>	 <p>(https://www.instagram.com/p/CZ4alOEu6vm/)</p>	<p>Electric effects. For #LVMenSS22, a neon gradient takes over a selection of leather goods as if they were sprayed by paint. See #LouisVuitton's latest Keepall and more from the collection via link in bio.</p>	<p>173,238</p>	<p>Photo</p>

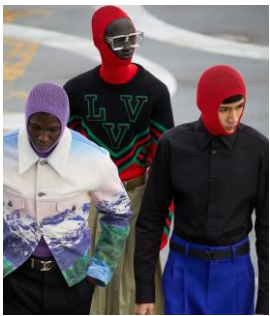
February 11 st 2022	 <p>https://www.instagram.com/p/CZ1hL-SO-oz/</p>	Infinite iterations. From rave culture to martial arts, #LVMenSS22 remixes the dress codes of various archetypes and subcultures. Explore #LouisVuitton's latest collection via link in bio.	151,449	Photo
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Table 14. LV's Instagram posts with most likes for 22 Men Spring Summer (#LVMenSS22) campaign (without considering BTS posts).

Source: Own elaboration.

Moreover, it can be stated that there are more posts related to clothing than to handbags, sneakers or watches.

It does not follow a narrative thread, as the previous campaign analysed does. Formal and streetwear traits are all integrated in this collection by a mixture of dresscode. The corporative colours of Louis Vuitton (brown and beige) are not regularly seen in the items of this collection. The creative designer has opted for a wide range of colours such as red, green, pink, yellow, orange, blue... Some of the pieces are sprayed by neon paint.

4.3. Discussion

In this section, we will discuss the results of both campaigns, highlighting the strengths and weaknesses of each campaign and we will explain the different strategy followed by the company. At first glance, both campaigns are characterized for using models of different races and none of them look the same. Most of the races all over the world are represented by the models. Nevertheless, although these two campaigns belong to the same brand, the theme, visual elements and colours used differ too much from one to another. The interactions obtained (number of likes and comments), too.

We strongly believe the target of both campaigns is not the same. The Holidays season campaign is addressed to wealthy women from 30 to 45 years old, while the second campaign is focused on young people (millennial generation), from 20 to 30 years old with disposable income to make a purchase in this brand. In the following paragraphs, we will justify this assumption.

The first difference that can be noticed is the different style that each of the campaigns represent. In the Christmas campaign, we can see several products from Louis Vuitton, as well as models wearing different outfits. These are elegant, formal and can be grouped in a small range of colour tonalities such as beige, browns, gold, white, black... The Louis Vuitton

monogram is present in many of the items of this collection in the classical approach. However, the second campaign is characterized by offering stunning looks more connected to the streetwear style and the youngest generations. These are full of colours such as red, blue, green, yellow, black, white... Also, several pieces of this collection have been painted with sprayed neon colours, like one of the iconic travel bags from this brand: the *keepall*. These features can be seen in Figure 22.



Figure 22. Images from the 22 LV Men's Spring-Summer collection.
Source: Own elaboration.

Secondly, Figure 22 shows posts of the latter campaign and divides them with the presence of BTS or without it. BTS is only present in the first part of the campaign. Its presence in the second part is non-existent. However, the style followed is very similar in both parts. While this campaign does not follow a narrative thread, the former does. From our point of view, the first campaign has the objective to share how an idyllic Christmas holidays would look, as it can be seen in Figure 23. The campaign divides the posts in different scenarios, which are referred as “worlds”. Five different worlds have been defined:

1. World of enhancement,
2. World of wonder,
3. World of fantasy,
4. World of dreams
5. and World of festivity.

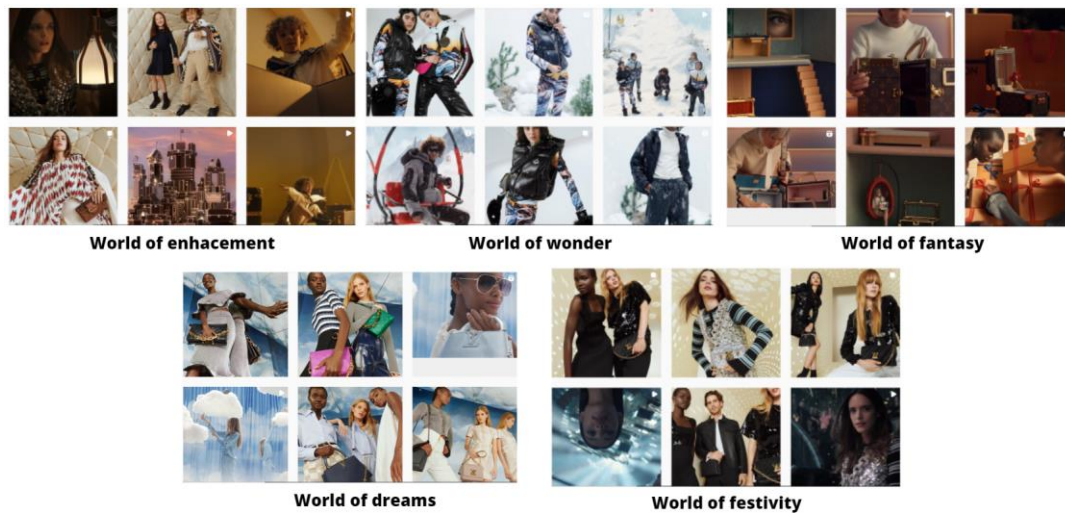


Figure 23. Images from the Holidays season campaign of LV.
Source: Own elaboration.

The first part of the campaign takes place in the **world of enhancement**. The scenario is full of Louis Vuitton trunks and there can be seen two happy children playing and laughing around those pieces. Moreover, the house ambassador and a young male model appear carrying a lamp. They start exploring and looking between the Louis Vuitton trunks and travel handbags. As one post suggests, the brand is inviting the audience on a quest of the imagination in a magical place. The use of children in this campaign is a key point as for them the imagination never ends.

The second world to be introduced is the **world of wonder**. The posts that conform it are shot in the snow. We can see young people with the latest cold weather designs sit on a ski lift or skiing. These scenes could represent a trip to the snow on Christmas holidays, which is commonly done by many families and groups of friends. We can feel a breath of fresh air and a radical change in the style of the campaign. We suppose that Louis Vuitton tries to be more informal, funny and approachable to the youngest generations, as the designs showed are characterized by brightness and metallic colours. Furthermore, the models look younger.

The campaign was interrupted by the sudden death of Virgil Abloh. For two weeks, the brand dedicated some posts to its creative designer and promoted LV parfums. After this, the **world of fantasy** was presented. This part of the campaign is represented by the elegant and perfect wrapped gift boxes of Louis Vuitton. It shows to the audience that the brand offers gift packaging and leads them to think that something exclusive and of good quality is inside. Another main character in this part of the campaign is a Louis Vuitton trunk. When it is opened, it shows the inside of a dolls playhouse. We can see a family with a dog and two children. We believe that the brand is trying that the spectators perceive that gifting Louis Vuitton items is a great choice, as the family that appears is together and happy.

Then it is introduced the **world of dreams**, which main claim is “dreams turn into reality”. The brand tries to emulate a blue sky with fake cotton clouds. There can be seen female models carrying four different models of LV handbags: *Coussin* (launched in 2021), *Petite malle*, *Capuccine* and *Twist*. All of them are shown in formal colours (dark blue, pale rose, brown...) except for the new model which is closer to the streetwear style rather than the formal one, and it can be seen in black and brown, but also in green and pink. We think Louis Vuitton is

trying to bring this bag closer to younger people, even though they are not the target of this campaign.

The last part of the campaign represents the **world of festivity**, specifically the party that takes place the last day of the year. The brand shows to the audience that they offer formal and elegant looks, but also items with festivity and sparkling notes. Gold and silver are not left out. Some of its iconic handbags, such as the Twist model, have been crafted with more little touches of glitter. The brand is inviting the spectators to take a look to the new pieces for a special occasion.

As it has been explained in the previous paragraphs, one of the claims of the Holidays season campaign is that customers can find the perfect gifts for their dear ones and themselves. Before conducting the study, we thought that apparel would be the type of product more exhibited in both campaigns. In the second campaign, this premise is true as apparel is present in the 76.92% of the total posts. However, in the first campaign, the main type of product are handbags (36.70%), background/scenario posts (30.43%) and apparel (28.26%). We think that they have opted to give more promotion to handbags instead of clothing items as they are thinking of these items as a gift. The customer just has to decide which type of bag would be the better option (crossbody, tote, clutches, bucket...). Gifting clothing items is riskier as people do not use the same size for each type of garments. Usually, we do not always know the size of trouser, blouse, shirt, shoes... Louis Vuitton handbags are perceived as high social status and wealth, being timeless products that never go out of fashion, as many of them are passed on from generation to generation.

In addition to this, we believe that the second campaign does not promote handbags as much as the first campaign does. Louis Vuitton has re-designed the *keepall* handbag (launched for the first time in 1930) and other models in sprayed neon colours. These pieces are very striking and can convert a basic look into a more fashionable outfit. The style of these have reminded us the collaborations done with the artists Stephen Sprouse and Takashi Murakami. From our point of view, these handbags represent a limited edition. Currently, these are not available on the website and rarely can be found on physical stores. Also, they are not sold to everyone that gets inside the boutique.

Now, we are going to analyse how celebrities have been used in both campaigns. Companies hire celebrities or influencers to star their campaigns, to get to the target, and to generate engagement. The presence of a celebrity does not mean that the campaign is going to be a success. It may not even mean noticed by the target. The findings of both campaigns differ a lot on this issue. On a regular basis, Louis Vuitton has an average of 52,712 likes and 244 comments per post (Table 7). The Holidays season campaign has an average of 69,573.13 likes and 245.87 comments per post. Both averages are higher than Louis Vuitton's Instagram account regular averages. However, we are considering a specific number of posts in which the 20% are featured by one of its House Ambassadors: Stacy Martin, who almost has 83,000 followers on Instagram. Taking a look to Table 10Table 9, we can clearly see that the average of likes and comments per post in which Stacy Martin does not appear is higher than Louis Vuitton's regular average: an increase of 164.09% in the number of likes per post and 125.28% in the number of comments per post. So, in this campaign the use of a celebrity has not contributed to the growth of engagement.

On the opposite, BTS has surely influenced the level of interactions in the second campaign. If we look at Table 12Table 12, we will see the average of likes per post is 370,929.86 and the

average of comments per post is 2,041.64. In comparison with the regular average of Louis Vuitton, this campaign has experienced an outstanding increase in the number of likes and comments per post: 703.69% and 836.73%, respectively. In Table 13 we have ranked the posts of this campaign considering the likes received. The three most liked posts have received more than 850,000 likes per post. All BTS' posts have been more liked and commented than the rest. We can clearly affirm that this popular boy band followed by almost 64 million of users, has highly increased the level of interactions. If we consider the posts in which they do not appear (50% of the total), the average of likes and comments received per post decreases and draws closer to Louis Vuitton's regular average: 84.446,78 likes and 293.11 comments per post. The three most liked posts without the presence of BTS can be seen in Table 14.

Another difference to point out is the main type of post used in each campaign. On the one hand, posts from the Holidays season campaign are divided into 43.48% photos, 23.91% videos, 19.57% reels and 13.04% carrousel. On the other hand, the 2022 LV Men's Spring-Summer campaign is divided in 52.78% carrousel, 27.78% photo, 13.88% reels, 5.56% video. Considering the posts in which celebrities appear, the carrousel and photo posts are in the top three of the most liked posts in both campaigns. According to Lozán (2020), the carrousel is the type of post that most engagement rate suffers: 1.92%. For this reason, we believe that Louis Vuitton changed from publishing just 9 carrousel posts to 19 in the second campaign.

One similarity in both campaigns is that the carrousel posts are composed by just two pictures, although there can be added up to 10 pictures or videos. Published carousels with just 2 pictures or/and videos is the most common to find in Instagram. We have constructed a graph, based on Lozán (2020). Figure 24 shows the average of engagement levels regarding the number of photos and videos in a carrousel. Based on this information, we would recommend Louis Vuitton to publish carousels with 8, 9 or 10 slides as those options provide higher levels of engagement.

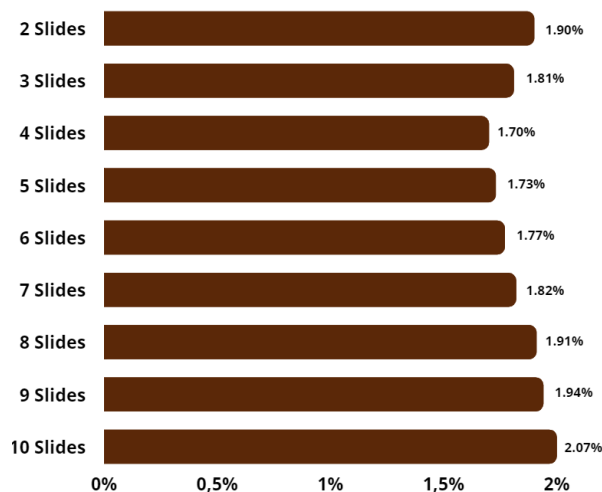


Figure 24. Engagement rate by number of slides in a carousel.
Source: Own elaboration from SocialInsider (2020).

Regarding the hashtags used, the two most used are: #LVgifts and #LVMenSS. Both are present in the all the posts of the campaign they belong. However, these hashtags have a short life as they are known as campaign hashtags. Once the promotion of the collection is over, these hashtags will not be used anymore. The third hashtag that most frequently appears is #LouisVuitton, known as the brand hashtag. It has drawn our attention that it is present in all

the captions of photos, videos and carousel posts. However, it is not written in the caption of any reels of the first campaign, and just in two reels from the second campaign. By adding this hashtag in the posts' captions, Instagram will group them with other users' posts that include the same hashtag. Then, when someone desires to filter searches regarding Louis Vuitton, the social media platform will show them all the posts with that hashtag (from the brand, but also from other users).

Furthermore, in the second campaign, every time a member of the Korean music band appears, the hashtag *#BTS* is written, as well as the name of the member (*#RM*, *#Jin*, *#SUGA*, *#Jhope*, *#Jimin*, *#V*, *#JungKoo*). Also, when the popular fashion photographer Tim Walker has shot the photos, the hashtag *#TimWalker* appears. By doing this, if the name of one BTS' members is searched on Instagram, as well as the photographer's name, posts which have the hashtag followed by the name searched will be showed. By using the hashtags, posts of the campaign will be shown to different users and the levels of interaction will increase (as maybe they click in the account profile to see more posts).

Now we turn our attention to the use of reels and videos. On the one hand, the average of views is 1,177,333 views per reels in the Christmas campaign. The four most viewed videos have reached more than 1 million of views each one. Louis Vuitton has not needed the presence of its House Ambassador to reach these levels.

In the 2022 Men's Spring-Summer collection campaign, 2 videos and 5 reels were published in comparison with the 11 videos and 9 reels from the former campaign. Those 5 reels were not starred by BTS. However, its engagement performance has been good. The average of views is 862,800, and none of them have reached 1 million of views. These reels were posted during three consecutive days: February 11th, 12th and 13th. We think if BTS would have appeared in these reels, the number of views and likes would have been quite higher, and perhaps some of them would have reached 1 million of views. In any case, reels from Holiday season campaign run better than the Spring campaign. This has been the first output with the best performance for the former campaign in our analysis.

On the other hand, any of the videos from the first campaign has obtained more than 650,000 views. They have received an average of 72,654 likes and 414.259,55 views per video. From the second campaign, we would like to highlight the huge difference between the number of views from two videos posted. The number of view's difference is 1.328.679,00. This gap is due to the presence of BTS in the first video, which accounts for almost 1,820,000 views. Moreover, this is the first post published of the campaign. The second video has been seen 490,246 times and the hashtag *#TimWalker* is in the caption. The fact of using that photographer hasn't made the views increase but using BTS does. Both videos promote apparel items and they have been published in 2 different months. Despite of this, the video of Tim Walker has lower number of views than the reels, but it has received more likes than any reel. The reels' average of likes is 37,001, while the video has received 68,994 likes.

All these findings can be directly related to two of the shared values that LVMH has imposed among all its Maisons: "Be creative and innovative" and "Deliver excellence". The brand has designed and prepare ingenious, artistic, and original backgrounds in which the shootings have taken place. We think that in both campaigns the brand has taken every detail into account. Furthermore, the last campaign is the perfect example of Louis Vuitton's adjustment to the new trends and market changes. Moreover, the damier and LV monogram, and the brand

initials are present in most of the garments of both collections. These features represent exclusivity, good quality and excellence for the audience, as they correspond to a luxury brand.

To sum up, two different campaigns characterized by distinct theme and addressed to different targets have been analysed. In both, there was the presence of a House Ambassador. Nevertheless, the effect caused has not been the same. The engagement level of the last campaign is highly superior in comparison with the former campaign and the regular Louis Vuitton's average of likes and comments. These results are highly influenced by BTS (the boy band who features the campaign) and by the type of post most times used: the carousel. 2022 Men's Spring-Summer Collection target is more aligned with the type of users who most use Instagram (millennial generation), in comparison with the Holidays season campaign's target (wealthy women around 30 to 45 years). Last but not least, both campaigns are related to the values stated by LVMH.

CHAPTER 5: PROPOSAL

5.1. Antecedents

The **2022 Louis Vuitton's Men Fall-Winter collection** represents one of the final works of Louis Vuitton's creative designer Virgil Abloh, before his death at the end of 2021. To draft a proposal, we have taken into consideration two ideas:

- The Men's Fall-Winter 2022 show which took place in the *Carreau du Temple* in Paris on January 20th (Louis Vuitton, 2022e),
- and the Pre-Fall collection available on Louis Vuitton's website (Louis Vuitton, 2022f).

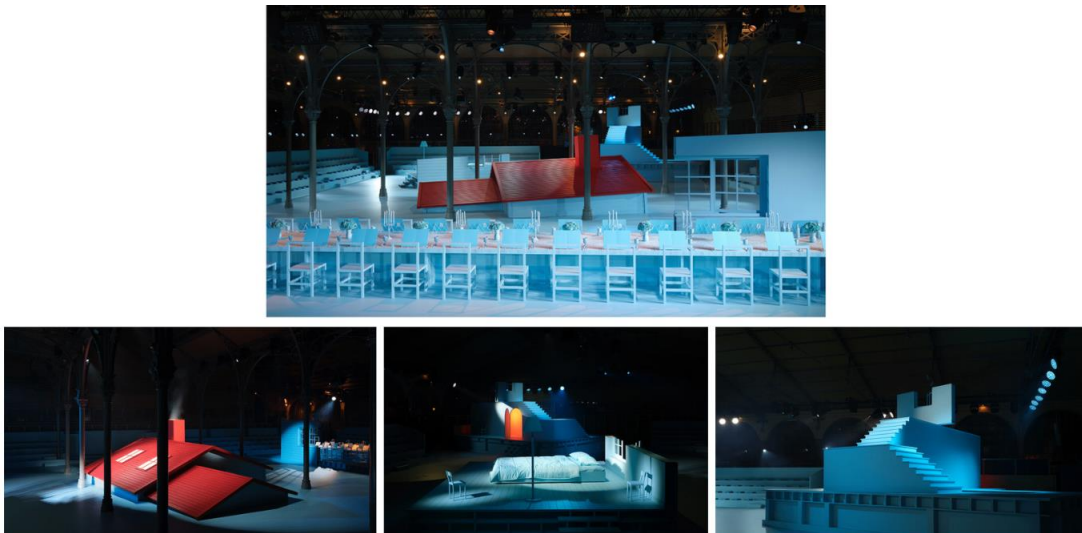


Figure 25. Men's Fall-Winter 2022 stage called "Louis Dreamhouse".
Source: Own elaboration from Louis Vuitton (2022g)



Figure 26. Photos from 2022 Louis Vuitton Men's Fall-Winter show.
Source: own elaboration from Louis Vuitton (2022g)

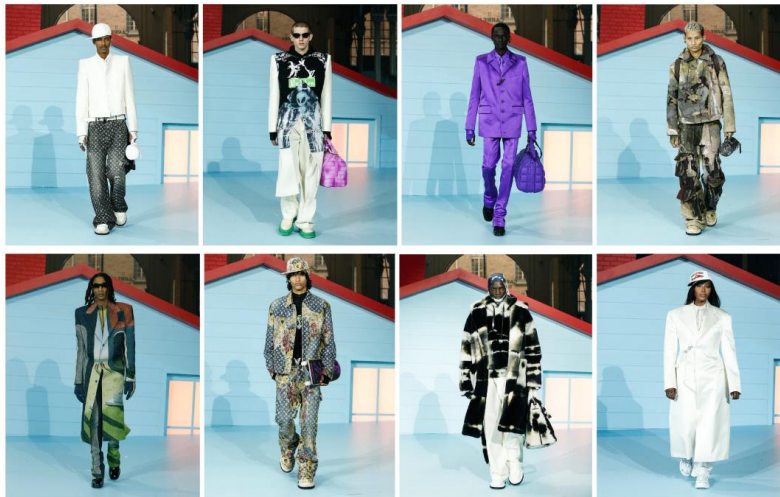


Figure 27. Looks from 2022 Louis Vuitton Men's Fall-Winter show.
Source: Own elaboration from Louis Vuitton (2022g).

Focusing on the details of the catwalk, **¡Error! No se encuentra el origen de la referencia.** shows a general overview of the stage. There is an orchestra sit in a big white dinner table with the clutter and wine glasses. These musicians play a song composed specifically for the show under the instructions of Gustavo Dudamel. Another part of the stage is a red roof located on the floor. There can be seen different models who jump and walk over it. Moreover, there is a big white queen bed and stairs. Models start the catwalk from a door located between the stairs. At the beginning, there are few models on the stage, but at the end the four different stages which compose the whole scenario are full of Louis Vuitton's models. We would like to highlight the presence of Naomi Campbell in the show. Figure 27 and Figure 27 are an example of some of the looks showed in the catwalk.

Stated by Louis Vuitton, "the collection transmutes the dress codes popularly tied to societal archetypes and patchworks them in new ways" (2022e). In other words, the collection aims to mix two different styles which originally were never thought to go together, and neither would be socially accepted by some communities. It aims to reset perceptions. The show is completely full of creativity, imagination, and surrealism. It emulates a world in which the

clock can be slowed down and time may even be stopped. The audience should let oneself go and open up new horizons.

As stated before, this is not the only source of inspiration for the proposal of the campaign. We have also considered the *Pre-Fall 2022* collection launched at Louis Vuitton's website. It is composed by different apparel and sneakers, as well as accessories, such as sunglasses, handbags, bracelets, and necklaces. At first glance, we can clearly group all the pieces exposed according to the style they represent: streetwear (Figure 29) and formal (Figure 29).



Figure 28. Pieces from the Louis Vuitton Men's Pre-Fall 2022 collection (streetwear style).
Source: Own elaboration from Louis Vuitton (2022f).



Figure 29. Pieces from the Louis Vuitton Men's Pre-Fall 2022 collection (formal style).
Source: Own elaboration from Louis Vuitton (2022f)..

In addition, the captions of the new posts would follow the current style that Louis Vuitton is using in its posts. Figure 30 shows three real examples of captions. We have found out three features that we would maintain. Firstly, underlined with red, there is a short sentence that introduces the post. It classifies the post regarding the style (formal, chic, sporty, informal...). Secondly, a brief description is written. Depending on the post, the length differs. Most of the times, the hashtags are located here. Thirdly, the brand invites the audience to check the website to obtain more information.

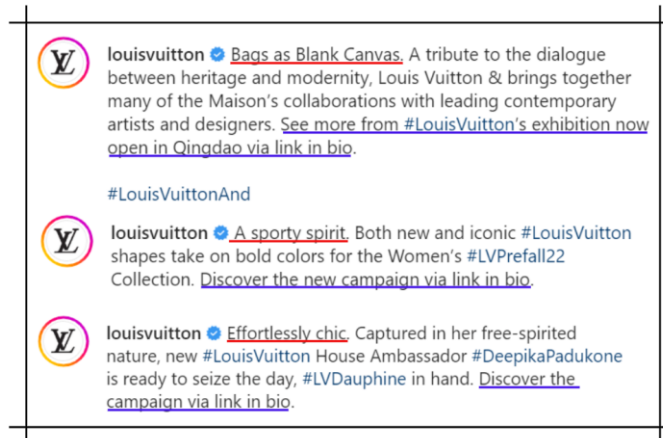


Figure 30. Real captions from Louis Vuitton's posts.
Source: Own elaboration from Louis Vuitton (2022d).

5.2. Proposal of the Instagram campaign for Louis Vuitton 2022 Men's Fall-Winter collection

In this section the essential features regarding the proposal of the campaign for Louis Vuitton will be explained in full detail. Firstly, the two styles and scenarios for the shooting will be presented. Then, the post's characteristics will be described, such as the hashtags used, the type of each post, the content calendar, and the type of models that will appear in the images. Moreover, the objectives to be achieved in the campaign will be set, as well as the metrics to measure them. The main part of this section corresponds to the detailed proposal of the posts to be published in the campaign. For each post it is specified the date of publication, the type of post, the outfit that would be worn by the models, the caption and a brief description explaining how the visual content should look. Finally, an estimated budget for the campaign will be proposed.

Styles

We have elaborated and designed an Instagram campaign to promote **2022 Louis Vuitton's Men's Fall-Winter** collection. There can be clearly distinguished two styles: formal and streetwear. The campaign timing is divided in three parts regarding the styles:

1. Formal style,
2. Streetwear style,
3. Mixture of styles

First, we would publish posts in which models would be wearing the most formal outfits that can be found in this collection. Secondly, the streetwear style would be promoted on Instagram. Finally, we would combine formal and streetwear style in the same scenario and

several photos and videos would be published. We would differentiate both styles and show them together later. The main goal of this campaign is that the audience see that although both styles are quite different, they go hand in hand, like a duck to water.

Scenarios

For taking the pictures and recording the videos for the campaign, we would use two types of scenarios: fake and real. Each part of the campaign would take place in a different background. The first scenario does not exist yet. We would ask a known emergent street artist whose presence on Instagram is quite notable to create several designs for the brand. He would have completely freedom for creating 4-5 different backgrounds for the shooting. However, the designs must reflect the streetwear, modern and urban style. The initials of Louis Vuitton must appear, as well as the symbolic flowers of its pattern. Graffiti and a wide range of colours are suggested. Figure 31 is a clear example of what we are expecting.



*Figure 31. Type of graffiti to be painted on the floor of the court and skate rink.
Source: Own elaboration.*

The second scenario does not have to be created neither designed as it already exists. We would like to use the exteriors of the Basilica of the Sacred Heart of Paris, most frequently known as *Sacré-Cœur*. Figure 32 shows some pictures in which models could appear on the photos. We have chosen this location because we wanted to represent the origins of the brand in the campaign. As Louis Vuitton is a French brand, we thought that shooting part of the campaign at an emblematic place of France would be a great idea. Moreover, the brand has always supported the culture and art by collaborations with international artists and the 2021-22 Women's Fall-Winter catwalk took place in the Louvre. Lastly, the third part of the campaign will be recorded at the stairs that lead to the *Sacré-Cœur*.

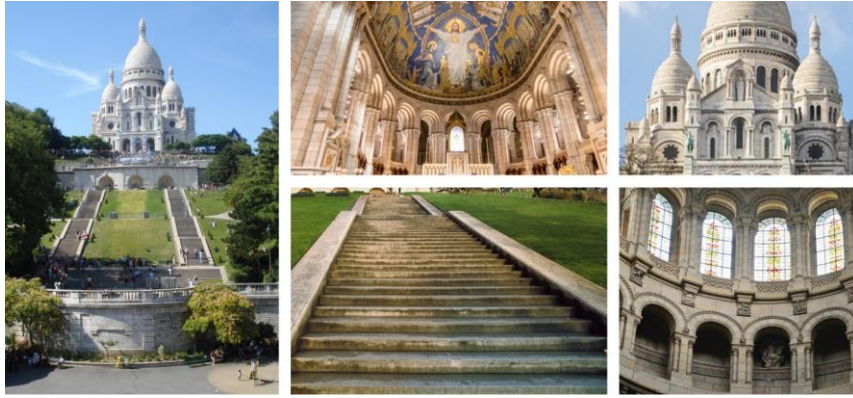


Figure 32. *Sacré-Cœur's interiors and exteriors.*
Source: Own elaboration.

We can see that each of the scenarios presented match with the two different styles of the collection. However, we have decided that the theme of the background will not match with the clothing style wore by the models. In other words, we would opt for the mixture between both styles and worlds. The shooting of the formal style outfits would take place in the backgrounds designed by the emergent artist (graffiti), the streetwear style would be captured in the exteriors of the *Sacré-Cœur*, and the videos and photos of the mixture of both styles will be recorded in the *Sacré-Cœur's* stairs.

Louis Vuitton aims to defend that both styles can co-exist in the same world. For this reason, it would show the two different styles in the scenario which does not follow the same style. The third part of the campaign states that a mixture of dress codes is possible as the brand is mixing different styles in the same spacetime. The campaign is also a representative of the elimination of stereotypes, showing infinite combinations and leaving out societal archetypes.

Hashtags

As all Louis Vuitton's campaigns, there would be a hashtag by which the campaign would be recognized. These are the two hashtags that will be used in all the posts:

- #LouisVuitton (brand hashtag),
- #22LVMenFW (campaign hashtag).

Timing

In addition, we have established the dates of the campaign, which would take place on September. We have decided to start it during this month for two reasons: it is known as the month in which people usually go back to work, and the Fall season starts on September 21st. As the campaign is divided in three parts, the periods for publishing the posts would be three, too:

- From September 1st to 6th: Formal style.
- From September 14th to 18th: Streetwear style.
- From September 26th to 28th: Mixture of styles.

We have elaborated an Instagram content calendar (Figure 33) to see this information on a more visual way. It indicates how many posts and the type of posts that will be published and when they will be posted.



Figure 33. Proposal to Instagram content calendar for 2022 Louis Vuitton’s Men Fall-Winter campaign.
Source: Own elaboration.

Type of posts

Concerning the type of post, we have opted for the mainly use of carousel because Lozán (2020) stated that the carousel is the type of post which most level of engagement offers. We would mostly post 10 slides in each of them to achieve the highest degree of engagement. Nevertheless, not in all the carousel we would use the 10 slides. Some of them would just contain 3 images. Moreover, Louis Vuitton does not mix videos and photos on its carousel. In this campaign we would do it. Table 15 shows the total number of posts that would compose this campaign, as well as the type of post.

	Formal vibes	Streetwear vibes	Mixture vibes	
Photo	1	3	3	
Carousel	10	7	2	
Video	1	2	2	
Reels	4	1	0	
Total	16	15	7	38

Table 15. Type of posts in each part of the campaign.
Source: Own elaboration.

Captions

The captions of each of the posts would follow the same style that Louis Vuitton is using in its posts. As an inspiration, we have elaborated a list of key words that could be used in the captions of this new campaign:

- **Key words formal vibes:** Classic, classy, dressy, elegance, excellence, fancy, fashionable, formal, glamorous, high, modern, refined, sleek, smart, soft, sophistication, timeless, trendy...
- **Key words streetwear vibes:** Active, casual, colourful, comfortable, fashionable, glitzy, informal, modern, practical, outrageous, relaxed, sparkling, sporty, street style, stylish, tie-dye, timeless, trendy, urban, versatile, vibrant...

Models

Previous campaigns analysed do not turn a blind eye to any race or culture. Their models represent diversity in terms of race as their campaigns are starred by black, white and Asian men, with different traits such as the colour and cut of the hair, with or without beard... However, we cannot claim that Louis Vuitton is a brand that promotes body diversity, as all its models meet the standards set by the society: good-looking and thinness. For this reason, we have opted to bring together models that represent different races, cultures, and traits. In Figure 34 are shown models that could be a perfect fit for this campaign. It can be seen some men who seem older than the rest. The youngsters will lead the second part of the campaign (streetwear style), while the eldest men will feature the first part (formal style).

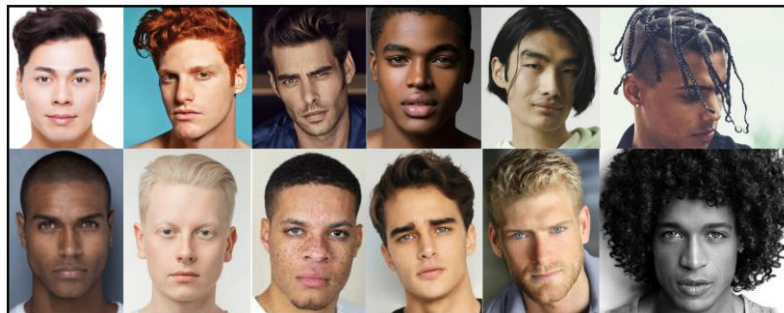


Figure 34. Type of models that would fit in the campaign.
Source: Own elaboration.

Emergent artist and House Ambassador

As it has been stated previously, the background for the first part of the campaign (formal style) would be created and designed by an emergent artist with an active Instagram profile. After taking a look to different profiles and their works, we have opted to hire “SacSix” as the creative designer for the first scenario. He is based in New York and he describes himself as a street artist. His art can be seen in different streets in the city. He has carried out collaborations with Adidas, MTV, Four Loko and The Grammys. In 2017, this artist was on the top 10 rising street artists by the most popular art magazine on the internet: Artnet Magazine (Rea, 2017). Although this street artist does not have a large number of followers, we would

like to collaborate with him. By doing this, Louis Vuitton would show that it supports young emergent artists and it values the street art. Figure 35 shows SacSix's Instagram account.

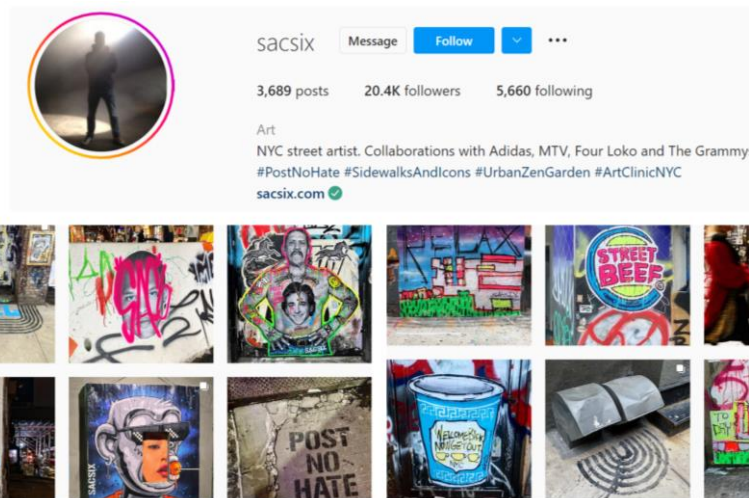


Figure 35. SacSix's Instagram account.
Source: Own elaboration.

For the second part of the campaign, streetwear style, we would like to count on the presence of popular guy among the youngest generations: Jaden Smith. He is the oldest son of the actor William Smith. He currently works as an actor, as well as a rapper. This would not be the first time that Jaden Smith has worked together with Louis Vuitton. In 2016, Nicolas Ghesquière hired him to be part of 2016 Louis Vuitton Women's Spring-Summer collection campaign. He has been photographed in Louis Vuitton stores as well as wearing and carrying items from this brand, too. Figure 36 shows his Instagram. Furthermore, he is close to young people very influential on Instagram such as Justin Bieber and Kylie Jenner. He is followed by 18,9 millions of people all over the world, and as it can be seen on the photos posted, his style is well connected to the streetwear style of the campaign. Moreover, he published a post in the memory of Virgil Abloh when he passed away (lower left hand of Figure 36).



Figure 36. Jaden Smith's Instagram.
Source: Own elaboration.

Objectives

The objectives set for this campaign would be:

- Increasing the number of followers. Audience growth = 1%.
- Average of likes per post must be higher than 2022 Men's Spring-Summer campaign results without the presence of BTS (84,446.78 likes per post) and not lower than the results experienced in the Holidays season campaign (69,573.13 likes per post).
- Average of comments per post must be higher than 2022 Men's Spring-Summer campaign results without the presence of BTS (293.11 comments per post) and not lower than the results experienced in the Holidays season campaign (245.87 comments per post).
- Increasing the engagement level from 0,11% (regular basis Table 7) to 0,20%.

Metrics

To check if the objectives have been achieved, we would state how these would be measured.

For the **increase in the number of followers** we would note the audience growth after each part of the campaign has been published. This data would be compared with Louis Vuitton's regular audience growth, which is 0.08% (Table 7). We aim after the campaign is published, its audience growth will increase by 0.92%, experiencing a 1% of total growth. We believe that the part of the campaign in which Jaden Smith appears would experience the highest audience growth increase as he is followed by many millennials and he would be promoting the streetwear style (which is liked by most of them).

Regarding the **average of likes and comments**, we expect the results would be higher than the ones obtained in 2022 Louis Vuitton Men's Spring-Summer campaign in the part without the presence of BTS (data shown in Table 13). It would be a failure if the results are lower than the ones obtained by the Season Holidays campaign (Table 9). In other words, these are the desired, acceptable and non-acceptable levels of likes and comments per post:

- Desired levels: Av. Likes $\geq 84,446.78$ and av. Comments ≥ 293.11 .
- Acceptable levels: $84,446.78 \leq \text{Av. Likes} \leq 69,573.13$; $293.11 \leq \text{Av. comments} \leq 245.87$.
- Non-Acceptable levels: Av. Likes $\leq 69,573.13$ and av. Comments ≤ 245.87 .

The third objective is the **increase of the engagement level**. To check the evolution of it, we would use the website socialtracker (<https://www.socialtracker.io/>). It offers information of Instagram, Twitter and TikTok accounts, such as the number of likes, followers gained, number of posts published... it also offers the engagement rate at this moment, as well as its evolution and the level of engagement produced by each post.

Proposal of the content

¡Error! No se encuentra el origen de la referencia., ¡Error! No se encuentra el origen de la referencia. and Table 18 show the proposal of content to be posted for this campaign: date, type of post, outfit worn by the models, caption, and description of the post. Each table

represents one different part of the campaign: formal style, streetwear style and mixture of styles, respectively. To choose the outfit that the models would be wearing, we have analysed the section called *Pre-Fall collection 2022* from Louis Vuitton website. We have classified the apparel items as formal or streetwear style and we have combined pieces and created the looks showed in **¡Error! No se encuentra el origen de la referencia.**, **¡Error! No se encuentra el origen de la referencia.** and Table 18

Most of the looks' ideas are based on a single garment. Before presenting the entire proposal, we are going to describe the process followed to compose the post number 2 (**¡Error! No se encuentra el origen de la referencia.**) to exemplify how we have proceeded for this campaign.

The post number 2 takes part in the first part of the campaign: formal style. We wanted to create an outfit which would be perceived as smart and sophisticated. From our point of view, the damier suit jacket was the perfect match (Figure 38). There is a pattern which emulates the Louis Vuitton damier monogram. In this case, each square is composed by the name of the brand. As it can be seen, it gradually fades until the monogram disappears. We have decided to combine this piece with its matching trouser and tie. Then, we added a white shirt and black shoes which would be unnoticed as the attention would be focused on the suit jacket. In Figure 38 there can be seen the secondary items form the look.





Figure 37. Damier's monogram suit jacket which gradually fades.
Source: Own elaboration.






*Figure 38. Other items added to the look.
Source: Own elaboration.*

The main goal of this post is to show off the suit jacket. For this reason, we have decided to post a carousel rather than a single photo or video, so the user would be able to see all details. The post would be composed by 10 slides (8 photos and 2 videos). As stated before, this amount provides the highest level of engagement. First, there would be published 3 pictures and 1 video offering a general view of the entire outfit worn by the model. Straightaway, a photo would be added, and it would show every detail of the jacket, focusing on the gradually fading effect of the damier monogram. Then, 3 pictures would be showed regarding the shirt, shoes, and tie.



Table 16. Proposal 1st part of the campaign (formal style).
Source: Own elaboration.



ID	Date	Type	Outfit	Caption	Description
1	01/09/2022	Video		<p>Welcome 2022 Men's Fall-Winter collection #22LVMenFW. Last campaign designed by our beloved @VirgilAblo who believed in the coexistence of both worlds.</p> <p>Discover the #LouisVuitton campaign via link in bio</p>	<p>Models wearing the outfits shown on the post and walking around with the graffiti background. The audience would be introduced to the formal style of this new collection.</p>
2	01/09/2022	Carousel		<p>Formal and elegant style. #LouisVuitton emulates its damier canva in this original tracksuit for #22LVMenFW. Explore the new collection via link in bio.</p>	<ul style="list-style-type: none"> - 3 photo general view of the model wearing the suit. - 1 video general view of the model wearing the suit. - 1 photo without the jacket, showing the shirt. - 1 video zoom in the details of the jacket: damier monogram which gradually fades. - 1 photo damier monogram which gradually fades. - 1 photo of the shoes. - 1 photo focusing on the tie. - 1 photo general view.



ID	Date	Type	Outfit	Caption	Description
3	01/09/2022	Carousel		<p>Eye-catching colour. Formal style does not mean to wear boring colour clothing garments. #22LVMenFW brings a bit of colour and happiness on your feet.</p> <p>Discover the latest additions of #LouisVuitton via link in bio.</p>	<ul style="list-style-type: none"> - 1 photo general view black leather boots worn by a model. - 1 photo general view brown suede shoes worn by a model. - 1 video general view model wearing both - 1 photo low heel LV monogram motif (blue). - 1 photo low heel LV monogram motif (yellow). - 1 video zoom in the LV monogram brown suede shoes. - 1 video lacing up the shoes. - 1 video zoom in LV monogram black leather boots. - 2 photos of models wearing both items.
4	02/09/2022	Reels		<p>Graffiti and streetwear art #22LVMenFW. #LouisVuitton.</p> <p>Tag: @sacsix</p>	<p>Focus the attention on the backgrounds created by the artist. There would be a general view showed and after the attention will be focused on details from the background (zoom in) to show details. The process of creation would be showed, too. Materials that the artist have used such as colour spray cans can appear, as well as him/her painting.</p>

ID	Date	Type	Outfit	Caption	Description
5	02/09/2022	Carousel		<p>The coexistence and mixture of opposed worlds is possible in the #22LVMenFW. The emergent artist @sacsix designed and created these scenarios for #LouisVuitton.</p> <p>Tag: @sacsix</p>	<p>Alternating the following:</p> <ul style="list-style-type: none"> - 5 photos of the background. - 5 videos of the background.
6	03/09/2022	Carousel		<p>Smart blousons. Elegant choices that #LouisVuitton have designed so the fall wind does not freeze you. The cotton and calf leather blousons from #22LVMenFW are the perfect decision for these days.</p> <p>Discover them via link in bio.</p>	<p>2 models sit together.</p> <ul style="list-style-type: none"> - 1 photo of their back. - 1 video both sit and talking focusing attention on the jackets. - 2 photo general view of models wearing the jackets. - 1 video unzip the beige jacket. - 1 photo zoom beige jacket. - 1 photo general view of models wearing the jackets. - 1 video fasting grey jacket. - 1 photo zoom text in the grey jacket. - 1 photo general view of models wearing the jackets.

ID	Date	Type	Outfit	Caption	Description
7	03/09/2022	Reels		<p>The choice is yours #22LVMenFW. #LouisVuitton.</p>	<p>Only one model will be used for this post. He will wear these four jackets. He will place himself in front of the camera and he will walk to the objective. Same posture and walk in every scene. Then, these scenes will be showed very fast so the scene would be the same, but the jacket would be changing constantly.</p>
8	03/09/2022	Photo		<p>A navy clothing look. Soft denim fabric from #22LVMenFW. Explore the full new #LouisVuitton collection via link in bio.</p>	<p>A photo that shows a general view of the model wearing this outfit.</p>

ID	Date	Type	Outfit	Caption	Description
9	04/09/2022	Carousel		<p>Return to work is easier thanks to #LouisVuitton. This brown gabardine from the #22LVMenFW will make you be seen as the business person you actually are.</p> <p>Discover more via link in bio.</p>	<p>The model would wear the white shirt in the right instead of the purple one. The brightly clip would not be used neither.</p> <ul style="list-style-type: none"> - 1 Photo general view. - 1 short video showing the suit texture - 1 Photo general view.
10	04/09/2022	Carousel		<p>A modern twist. The grey tones suit with Louis Vuitton graffiti would be an excellent choice from the new collection #22LVMenFW.</p> <p>Discover the new #LouisVuitton pieces via link in bio.</p>	<ul style="list-style-type: none"> - 1 photo zoom in graffiti design. - 2 photo general view model wearing the outfit. - 1 video unbuttoning the jacket and showing the shirt. - 1 video zoom in details of the shirt (3D LV monogram). - 2 photo shoes. The second one, zoom in details. - 2 photo of the bracelet. - 1 photo general view model wearing the outfit.

ID	Date	Type	Outfit	Caption	Description
11	04/09/2022	Carousel		<p>A bit of sophistication. #22LVMenFW offers multiple smart and stylish pieces for the coming back to office. A clear example is the #LouisVuitton refined suit with a jacquard embossed Monogram motif.</p> <p>Discover the latest looks via link in bio.</p>	<ul style="list-style-type: none"> - 1 video general view of the outfit. - 2 photo general view model wearing the suit. - 1 photo zoom in LV monogram details of the suit. - 1 video zoom in LV monogram suit. - 1 video trying on the jacket and button it. - 2 photo shoes. The second one, zoom in details. - 2 photo general view model wearing the outfit created.
12	05/09/2022	Reels		<p>Smart decisions #22LVMenFW. #LouisVuitton.</p>	<p>We would use the 360 booth. 2 models would be stand up in front of each other looking to each other eyes. There would be recorded different turns and models would be wearing different outfits. The video would be edited showing all the turns recorded. In every turn, the outfit of the model would be changed so all the outfits will be showed.</p>

ID	Date	Type	Outfit	Caption	Description
13	05/09/2022	Carousel		<p>A must have. #LouisVuitton printed damier motif which gradually fades. #22LVMenFW is all about elegance and innovation.</p> <p>Get lost in the new collection via link in bio.</p>	<p>The model would wear the white shirt instead of the black one.</p> <ul style="list-style-type: none"> - 1 photo focusing the attention on the shirt. - 1 photo general view of the model. - 1 photo focusing the attention on the shirt. - 1 video shirt zoom in shirt details: damier monogram which gradually fades. - 1 photo general view of the model. - 1 video trying on the jacket and button it.
14	06/09/2022	Carousel		<p>Infinite combinations. #22LVMenFW offers multiple colours for each of your leisure occasions.</p> <p>Discover the latest additions of #LouisVuitton via link in bio.</p>	<p>10 photos. Each picture with one of the crop trousers, a polo shirt and shoes. Same combinations cannot be repeated. If the first option is all black, this combination cannot appear again, but if the polo is changed to for example white, this look is valid.</p>










ID	Date	Type	Outfit	Caption	Description
15	06/09/2022	Reels		<p>Multiple choices for every day #22LVMenFW. #LouisVuitton</p>	<p>There would be a total of 16 different looks (8 polos * 2 cargo trousers). The model will stand up in front of the camera, and he will start walking and then stop. When he touches the polo, his complete look will change. For example, he is wearing black crop trousers and white polo. When he touches the polo, his outfit will magically change to other colours, such as a red polo shirt and white trousers crop. Then, when he touches again the polo shirt, its outfit would be changed, and so on.</p>
16	06/09/2022	Carousel		<p>Craftmanship attribute. Being comfortable and dressy is possible thanks to #22LVMenFW. Each pair is made by hand using the most exceptional materials. #LouisVuitton iconic monogram pattern is on top. Discover the collection via link in bio.</p>	<ul style="list-style-type: none"> - 1 photo general view of the three models together. - 3 photo general view each of the outfits. In each photo, just 1 model appears. - 1 video general view of the three models together. - 2 video general view outfit of 1 model. Each time just appears 1 model. - 1 video showing LV monogram of the shoes. - 1 photo zoom in rope sole. - 1 photo three models together.



Table 17. Proposal 2nd part of the campaign (streetwear style).
Source: Own elaboration.



ID	Date	Type	Outfit	Caption	Description
17	14/09/2022	Video		<p>Tie-dye effect. Expressing yourself was never that easy. #LouisVuitton monogram bandana is now available in three different colours.</p> <p>Find out more from the #22LVMenFW collection via link in bio.</p>	<p>The video will start in the outside of the basilica. 1 model will be there and will go inside. Once he is inside, he will meet with other 2 models. The three of them will be wearing these outfits.</p>
18	14/09/2022	Carousel		<p>Reinventing our master pieces. The #LouisVuitton most iconic travel bag never gets old-fashionable. Discover the new versions of the Keepall bags from the #22LVMenFW collection together with our House Ambassador #JadenSmith</p> <p>More info via link in bio.</p> <p>Tag: @c.syresmith</p>	<ul style="list-style-type: none"> - 2 photos general view of 2 models carrying these bags. - 1 video zoom in details both bags.



ID	Date	Type	Outfit	Caption	Description
19	14/09/2022	Video		<p>Modern yet comfortable. Do not miss out the last pieces from #LouisVuitton inspired on the streetwear style.</p> <p>Explore #22LVMenFW via link in bio.</p>	<p>Models in the interiors and exteriors of the basilica wearing the looks showed. The goal is to show the audience a little bit of this part of the collection.</p>
20	15/09/2022	Carousel		<p>Dressy and practical touch. Be protected from the Fall weather with the #22LVMenFW water-repellent wind breaker.</p> <p>Discover the new #LouisVuitton pieces via link in bio.</p>	<ul style="list-style-type: none"> - 1 photo general view 2 models wearing these outfits. - 2 photos zoom in jacket damier detail which gradually fades. - 1 video fasten the zip of a jacket. - 1 photo zoom in sneakers. - 1 photo grey mid-trouser. - 1 video models moving foot to show sneakers. - 3 photo general view models wearing the outfits.

ID	Date	Type	Outfit	Caption	Description
21	15/09/2022	Carousel		<p>Sporty season. Practical, fashionable and comfortable styles available at #LouisVuitton. Wide range of active and athletic garments are offered in #22LVMenFW.</p> <p>More information via link in bio.</p>	<ul style="list-style-type: none"> - 3 photo general view of the 6 different looks. In each photo just 2 outfits will be shown. - 1 video general view. - 2 photos wearing 2 models the 2 grey outfits. - 1 video 2 models wearing the 2 last outfits. - 1 photo outfit with the hoodie and white crop trouser. - 1 photo blue and white jacket outfits. - 1 photo general view models wearing all the outfits.
22	15/09/2022	Reels		<p>Ultralight-weight touch #22LVMenFW. #LouisVuitton.</p>	<p>Same model wearing all the sneakers. After the third step, the sneaker changes to another model, and so on.</p>

ID	Date	Type	Outfit	Caption	Description
23	16/09/2022	Carousel		<p>Urban attitude. The #22LVMenFW incorporates casual and versatile items that twist Maison's claims. See our House Ambassador #JadenSmith wearing #LouisVuitton look.</p> <p>Find out the more via link in bio.</p> <p><i>Tag: @c.syresmith</i></p>	<ul style="list-style-type: none"> - 1 photo zoom in the jacket. - 2 photo general view of a model wearing the outfit. - 1 video zoom in the written text of the jacket. - 1 photo back of the trousers (graffiti) - 1 video zoom in the graffiti. - 1 photo general view of a model wearing the outfit. - 2 photo shoes. - 1 video general view outfit.
24	16/09/2022	Carousel		<p>Sporty but formal mood. Do not miss out #LouisVuitton leather bold seasonal colour tracksuit. It is the perfect match to wear together with our most trendy trainers crafted with exceptional sparkling rhinestones #22LVMenFW.</p> <p>More information via link in bio.</p>	<ul style="list-style-type: none"> - 1 photo zoom LV jacket logo. - 2 photos general view model wearing the outfit. - 1 video model walking. - 1 photo model knee down. - 1 photo zoom in the sneakers. - 1 video zoom in the sneakers. - 1 video without the jacket. - 1 photo showing the details of the shirt. - 1 photo general view model wearing the outfit.



ID	Date	Type	Outfit	Caption	Description
25	16/09/2022	Video		<p>#LouisVuitton reversible bomber is the perfect choice for a trip. 2 options in just 1 stylish piece. Black for looking more formal and the orange side with LV monogram motif for the most casual occasions.</p> <p>Find out all the looks from #22LVMenFW. More information via link in bio.</p>	<p>Record the model outside the basilica wearing the orange version of the jacket. Zoom in the LV monogram that is stamped. He will be walking to get inside the building. In that moment, he will stop, take off the jacket and wear it showing the black exterior.</p>
26	17/09/2022	Carousel		<p>Never go out of fashion. #22LVMenFW accessories keep you formal but informal at the same time. Campaign starred by our House Ambassador #JadenSmith.</p> <p>Discover #LouisVuitton collection via link in bio.</p> <p>Tag: @c.syresmith</p>	<p>Model wearing both:</p> <ul style="list-style-type: none"> - 1 photo zoom in necklace. - 1 video showing both accessories. - 1 photo zoom in bracelet.



ID	Date	Type	Outfit	Caption	Description
27	17/09/2022	Carousel		<p>Streetwear and graffiti vibes. The #22LVMenFW collection brings the latest street trends.</p> <p>Discover the collection via link in bio. #LouisVuitton.</p>	<ul style="list-style-type: none"> - 1 photo general view model wearing the second outfit. - 2 photo general view 2 models wearing both outfits. - 1 photo general view model wearing the first outfit. - 1 video zoom in blue graffiti. - 1 video zoom colourful stamped logo. - 1 photo zoom in colourful stamped logo. - 1 video general view models wearing the outfits. - 2 photo general view models wearing the outfits.
28	17/09/2022	Carousel		<p>Jacquard monogram motif. Adopt a sporty attitude with these new casual looks while keeping the Maisons' signature untouched. #22LVMenFW.</p> <p>Discover the collection via link in bio. #LouisVuitton.</p>	<ul style="list-style-type: none"> - 2 photo general view 2 models wearing the outfit. - 1 photo zoom in the sneakers/shoes. - 1 video zoom in first hoodie. - 1 photo general view first outfit. - 1 video model wearing second hoodie turns and the graffiti in the back is showed. - 1 photo graffiti in the back second hoodie. - 1 video general view. - 2 photo general view 2 models wearing the outfit.


ID	Date	Type	Outfit	Caption	Description
29	18/09/2022	Video		<p>Do not leave anything behind. New striking models from the Keepall travel bag are the perfect option for your trips. #22LVMenFW collection starred by #JadenSmith offers new versions of an iconic bag.</p> <p>Explore all these styles via link in bio. #LouisVuitton.</p> <p><i>Tag: @c.syresmith</i></p>	<p>Record on the exteriors. There will be 2 models carrying on each of the bags. One model will be going up stairs and the other one downstairs. In the moment they cross each other they will turn around and will exchange the bags.</p>
30	18/09/2022	Photo		<p>Every combination is possible. Captured in their most casual version #22LVMenFW.</p> <p>Discover the latest #LouisVuitton items added via link in bio.</p>	<p>The photo will be taken in the interiors. The three of them will be sit on a bank.</p>

ID	Date	Type	Outfit	Caption	Description
31	18/09/2022	Carousel		<p>Original and chic styles. Get lost with the trendiest styles from our latest campaign #22LVMenFW starred by our House Ambassador #JadenSmith.</p> <p>Find out the full #LouisVuitton via link in bio.</p> <p><i>Tag: @c.syresmith</i></p>	<ul style="list-style-type: none"> - 2 photo general view models wearing the outfits. - 1 photo zoom in first look damier monogram which gradually fades. - 1 video general view. - 1 photo zoom in shoes. - 1 video zoom in details of both shoes. - 1 photo zoom in draw first look. - 1 video fasten the zip of the blue jacket. - 2 photo general view models wearing the outfits.

Table 18. Proposal 3rd part of the campaign (mixture of styles).
Source: Own elaboration.

ID	Date	Type	Outfit	Caption	Description
32	26/09/2022	Photo		<p>Both worlds coexist. Infinite possibilities mixing formal and streetwear styles. #22LVMenFW aims to break the imposed social archetypes.</p> <p>Discover all #LouisVuitton possible combinations via link in bio.</p>	<p>8 models will be wearing these 8 looks. Some of them will appear sit on the stairs and the others stand up. Formal and streetwear styles will be mixed.</p>
33	26/09/2022	Carousel		<p>Countless options for different kind of occasions. Get lost with #22LVMenFW designs. Streetwear and formal looks never were this close.</p> <p>Explore all these styles via link in bio. #LouisVuitton.</p>	<ul style="list-style-type: none"> - 1 photo. General view 1 model with a streetwear outfit in the middle of 2 models wearing a formal outfit. - 1 photo. 2 models wearing streetwear outfits and other 2 models wearing a formal outfit. - Video general view of the outfits

ID	Date	Type	Outfit	Caption	Description
34	26/09/2022	Photo		<p>Casual and formal attitude. Never stop dreaming. Both styles are possible thanks to our latest collection #22LVMenFW.</p> <p>Discover more of #LouisVuitton via link in bio.</p>	<p>Similar to post 32.</p>
35	27/09/2022	Video		<p>Living in a dream. Different cultures and styles sit together. #22LVMenFW collection goes together with any personality.</p> <p>More information via link in bio.</p>	<p>2 models wearing streetwear looks sit on the stairs. A model wearing a formal look goes there and says hi to them and sit together.</p>

ID	Date	Type	Outfit	Caption	Description
36	27/09/2022	Photo		<p>Infinite possibilities combining styles. #22LVMenFW collection combines the finest and smartest pieces with the most modern and urban garments.</p> <p>Discover more of #LouisVuitton via link in bio.</p>	Similar to post 32.
37	28/09/2022	Carousel		<p>The best option has just been designed. #22LVMenFW looks are ready to be fit on you. There are no rules. Match them as you prefer.</p> <p>Find out #LouisVuitton via link in bio.</p>	3 photos general view of the 4 looks.

ID	Date	Type	Outfit	Caption	Description
38	28/09/2022	Video		<p>Nothing is what it seems. #22LVMenFW aims the mixture of dress codes.</p> <p>Discover more of #LouisVuitton via link in bio.</p>	<p>2 models wearing each of these looks. One of them will be sit in a bank and the other one would be stand up talking to each other. Both bags would be on the floor. The model wearing the formal look see the watch and leave, taking the pink bag, while the other model (streetwear style) will sit on the bank and would open the black bag to take a laptop and start typing. In the beginning, the audience would have related the black Keepall to the formal look and the pink to the streetwear style.</p>

Budget

The shooting for the proposal campaign of 2022 Louis Vuitton Men's Fall-Winter collection would take place during 2 consecutive days, in which the crew would not be working more than 12 hours. The costs has been estimated and they do not correspond to the real ones.

Jaden Smith's fee has been estimated considering the information published on the Celebrity Talent website. This page states his fee should be around \$75,000 and \$149,999. For this reason, it has been decided to consider the average among both numbers to define his fee. Therefore, the estimated cost would be \$112,500 (105,541.57€) (Celebrity Talent, s.f.).

As it has been stated before, the campaign would be divided in three parts. Two parts will take place in a real scenario: the stairs and exteriors of the *Sacre-Cœur*. For filming there, the brand would need to ask for permission and pay the corresponding fees. Unfortunately, that kind of information is not available on the Internet. Nevertheless, United Kingdom's government has published London's filming fees. These costs have been used as a baseline to estimate how much Louis Vuitton would have to pay to conduct the shooting in the selected location in Paris. Firstly, to shoot in London £200 must be paid as an application fee. Secondly for filming on the streets, companies have to pay £250 up to two hours. As the crew will be working 12 hours each day, this cost would rise up to £3,000. Thirdly, as the basilica is very crowded and visited on a daily basis, Louis Vuitton would pay a fee to forbid the access to some areas. The shooting cannot be carried out if next the area is very crowded. This cost would account for £5,600. So, the total estimated cost for renting the space would be £8,800 (10,338.15€) (City of London, 2022).

The other expenses have been estimated as follows:

The image of the campaign is Jaden Smith together with 9 different models. These are professional models whose individual earning is estimated in 500€ per day. So, the total estimated cost for the models would be of 9,000€. Furthermore, Louis Vuitton will pay 5,000€ to the emergent artist SacSix. Regarding the photos and pictures, a professional photographer and make up artist would be hired. They will earn 1,500€ and 350€ each day, respectively. Eventually, an editor of videos would be needed to make the reels and Instagram videos. His fee is estimated to be 3,000€ (Thumbtack, s.f.).

Taking into account all the estimations calculated, the total estimated budget would be 136,580.02€. These estimated amounts have been grouped in Table 19.

TOTAL ESTIMATED BUDGET	
Concept	Amount
Jaden Smith	€105,541.87
SacSix (artist)	€5,000
Make up artist	€700
Professional photographer	€3,000
Video editor	€3,000
Models (9)	€9,000
	€234.96
Renting spaces	€3,524.37
	€6,578.82
TOTAL	€136,580.02

Table 19. Total estimated budget for the proposal campaign.
Source: Own elaboration.

CHAPTER 6: CONCLUSIONS

A proposal for communicating and promoting 2022 Louis Vuitton Men's Fall-Winter collection on Instagram has been designed and elaborated in this final dissertation. To achieve the main objective of this project, some theoretical information has been needed. It has been carried out an in-depth analysis regarding social media, luxury fashion brands, and LVMH & Louis Vuitton.

Currently, social media is used by a large part of the society, and it represents a way of interacting and communicating opinions and interests. Although luxury brands have been reluctant to embrace digital world, right now they are present in most of the social media platforms. Instagram is the main online channel used to communicate and promote their exclusive items.

LVMH group has being introduced and featured as the luxury world's leader. As the proposal was directed for its star brand, Louis Vuitton, this dissertation has studied and analysed the history and heritage of the brand since its origins in 1854. Uniqueness, exclusivity, high quality, and craftsmanship are traits that characterized the brand.

Then, it has been essential to study how the brand has been communicating on Instagram. For this reason, a content analysis regarding the two last campaigns has been conducted: Holidays season campaign (#LVgifts) and 2022 Louis Vuitton Men's Spring-Summer (#LVMenSS22). Eighty-two posts have been objectively analysed considering a total of 11 variables such as the type of post, the number of likes, the number of comments, the hashtags used, the type of product showed, the presence of celebrities... Subsequently, a discussion regarding strategies of both campaigns has been conducted based on the quantitative data analysed.

With this insight, the social media campaign for 2022 Louis Vuitton Men's Fall-Winter collection has been created. Two opposite styles compose the collection: formal and streetwear. This distinction has been the backbone of the proposal. The campaign would be structured in three periods, and it would be located in Paris. It would be identified by the hashtag #22LVMenFW. The actor and young rapper Jaden Smith is proposed to be the House Ambassador of the streetwear style for the campaign, among other issues. The proposal consists of 38 posts scheduled during September. For each proposed post, it has been defined the caption to published. In addition, the outfits present on the pictures or videos have been composed based on the garments from the collection. These garments have been matched considering the whole collection. Finally, a brief description for the staging has been outlined.

All in all, the main objective for this dissertation has been met with this proposal, as well as the rest of the secondary goals.

From my personal standpoint, this project has contributed enormously to my training. Since some time ago, I have been interested in delving into the luxury fashion industry. This dissertation has broadened my knowledge regarding this field. Also, I have always wanted to study the history and heritage of one of the most popular fashion luxury brands all over the

world: Louis Vuitton. Moreover, digital marketing is a field that have drawn my attention, especially since my academic exchange in IÉseg. Before starting this project, I thought that I knew a lot of social media, but I was totally wrong. Creating, designing, and planning an online campaign for Instagram have taught me a good bunch of issues to take into account behind the scenes. I did not know that I would enjoy this project so much. I have had the great opportunity to join two topics which I was very interested in: luxury brands and social media.

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ANNEXS

Annex 1: Sustainable Development Goals (SDG's)

In 2015 the United Nations General Assembly established 17 general goals which should be achieved by 2030. Louis Vuitton is a fashion luxury brand which is currently working on decreasing the levels of pollution it causes due to its manufacture processes. It is being more sustainable regarding the raw materials it uses so, the products offered can be classified as conscious with the environment. All the artisans who work in the ateliers are retributed and all rights are respected. For these reasons, it can be stated that this project is highly related with four goals from the Agenda 2030:



- Goal 8th Decent work and economic growth,
- Goal 10th Reduce inequalities,
- Goal 12th Responsible Consumption and Production,
- and Goal 13th Climate Action.

Louis Vuitton's items are produced respecting its workers' rights, providing them the best work conditions and paying fair salaries. All its production takes place in European countries such as France, Italy and Spain, except for some leather goods which are manufactured in USA. Professional and well-prepared artisans craft and manufacture all leather goods, shoes, apparel garments, jewellery and sunglasses in different ateliers designed by the brand. In comparison with fast fashion brands, they have not outsourced its production department to countries in which rights and good working conditions are not safeguarded. The brand opts for a conscious production in order to achieve a desired level of sustainability in their production process and items crafted.

Sustainability is a term that is getting used by many companies these days. Being sustainable will improve the ecosystem in which we live as it will contribute to a lower carbon print and developing green economies. Currently, Louis Vuitton has allocated economic resources into a research and innovation program which is fully dedicated to sustainable luxury. By 2030, it aims that 100% of its products come from sustainable sources. As an example of its commitment, the brand has launched the line *Be Mindful* which is characterized by creating and designing shawls, scarfs, bracelets, headbands... using handkerchiefs made of silk from previous collections. Products which belong to the line *LV felt* are also a clear example of conscious consumption and production as they are made of recycled wool, plastic, and polyester. Furthermore, the brand looks for sustainability in its fashion shows, too. Raw materials by which scenarios are made of, are donated if the brand is not going to give a second use to it. In 2021, it donated 700m² of wood to an audio-visual production company after Men's Autumn-Winter fashion show.

Climate change is happening and cannot be stopped, but it can be slowed down. Sea levels have sharply increased, temperatures are higher than ever and extreme weather conditions are taking place in cities which had nice weather. For these reasons, people and business have to take action in order to slow down the upcoming events. The program in which Louis Vuitton takes part (Life 360) aims to achieve goals directly directed to the climate change: by 2023 it aims to carry out an environmental training program to their employees (no matter the department and professional category), by 2026 its objective is to reduce greenhouse gases from energy consumption at sites and stores, the energy used at sites and stores must be 100% renewable energies (or low-carbon) and plastic from virgin fossil oil will be forbidden in the packaging. By 2030, it expects to have restored 5 million hectares of flora and fauna habitat.

Louis Vuitton is not lagging behind and takes action for the achievement of the sustainable development goals. These actions will positively impact and benefit the environment and society, but also will provide a favourable effect to its brand image. The customers will perceive it as a brand concerned on protecting and preserving the ecosystem and environment all human beings share.

The three goals previously exposed have been directly related with the brand. However, there is a goal from the Agenda 2030 which is straightforwardly connected to this project: Goal 10th *Reduce inequalities*. United Nations aims to eradicate any type of discrimination and pursues the inclusion of everybody, no matter the sex, age, race, origin, ethnicity... This objective is reflected in this proposal for Louis Vuitton's campaign. The type of models suggested to participate in the shooting are shown in Figure 34. As it can be seen, these models do not share same traits neither race. From the first to the last, each of them presents distinctive physical characteristics. By doing this, the brand would be fostering inclusivity.

In a nutshell, Louis Vuitton is currently adapting its processes and taking action to be more sustainable and to minimize the damage caused to the environment. Furthermore, the proposal for 2022 Men's Fall-Winter campaign aims to leave no race behind. It embraces all skin colours and race traits worldwide.

Annex 2: Instagram Glossary:

- 📷 **Boomerang:** It allows the user to record looping videos. The result is similar to animated GIFs.
- 📷 **Carousel:** Photos, boomerangs or videos grouped on the same post. Maximum of 10 items per post.
- 📷 **Comments:** Users can write on others' posts. If the account is private, just its followers will be able to comment. These can be restricted at all, or just some words (to avoid disrespectful statements).
- 📷 **Direct messages (Dm):** A private way of communicating. Unlike comments, Dm cannot be read by all users. Chat groups can be created, too.
- 📷 **Engagement:** It is determined by the interactions (likes, comments, clicks, displays) between an account and the users.
- 📷 **Engagement rate:** It is a measure which indicates how committed is an audience with a specific user content. This metric is a percentage and can be calculated by a formula.
- 📷 **Feed:** First sight of the content of an user. It is the cover letter of the user as it is referred to all the posts in its profile.
- 📷 **Hashtags:** Words with a pound sign (#) at the beginning that are written in the caption of a post. They are used to relate the post to a topic or theme.
- 📷 **IGTV:** Feature which allows to upload videos from 10 minutes until 60 minutes. All videos are recorded vertically.
- 📷 **Highlights:** Stories produced by the user that are permanently accessible on their account.
- 📷 **Interactions:** Actions pursued on a specific account such as comments, likes, sharing a post or a story, etc.
- 📷 **Likes:** Fast and easy way to indicate that someone likes a post.
- 📷 **Post:** A photo or a video which is shared on an Instagram profile. All the posts compose the feed.
- 📷 **Reach:** Unique times your post or story has been seen. In other words, how many users have checked on your feed taking into account that unlike impressions, 1 user accounts for 1 reach. It is unlikely that an account reaches all of its followers.
- 📷 **Reactions:** Quick way of reacting to a story by sending an emoji (offered by the app).
- 📷 **Tag:** When a user publishes a post it can tag the people that appear in it and the location.