


## Digital marketing and the transformation of exclusivity in luxury branding

### Digitalni marketing i transformacija ekskluzivnosti u luksuznom brendiranju

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#### Abstract

*This paper analyzes the evolving concept of exclusivity in luxury branding, with a particular emphasis on digital marketing. Luxury brands, traditionally defined by limited access, superior craftsmanship, and an affluent clientele, are increasingly challenged by digital democratization while seeking to preserve their exclusive status. The study explores how luxury companies adapt to the digital environment through the use of immersive technologies, personalized artificial intelligence experiences, and targeted social media strategies, while maintaining brand prestige. Drawing on theoretical perspectives and practical examples from established brands such as Chanel, Dior, and Louis Vuitton, the paper addresses the concept of the exclusivity paradox, understood as the need to balance accessibility and desirability. It further argues that digital transformation is reshaping consumer behavior, brand positioning, and the future trajectory of luxury branding.*

**Keywords:** luxury branding, digital marketing, exclusivity, consumer behaviour

#### Sažetak

*Ovaj rad analizira evoluciju pojma ekskluzivnosti u sektoru luksuznog brendiranja, sa posebnim naglaskom na ulogu digitalnog marketinga. Luksuzni brendovi, tradicionalno prepoznati po ograničenoj dostupnosti, vrhunskom zanatstvu i imućnoj klijenteli, danas se suočavaju sa izazovima digitalne demokratizacije, istovremeno nastojeći da očuvaju svoj ekskluzivni karakter. U radu se ispituje način na koji se luksuzne kompanije prilagođavaju digitalnom okruženju kroz primenu imerzivnih tehnologija, personalizovanih iskustava zasnovanih na veštačkoj inteligenciji i stratešku upotrebu društvenih medija, uz očuvanje prestiža brenda. Oslanjajući se na teorijske pristupe i praktične primere renomiranih brendova kao što su Šanel, Dior i Luj Viton, rad razmatra koncept „paradoksa ekskluzivnosti“, koji se odnosi na potrebu uspostavljanja ravnoteže između pristupačnosti i poželjnosti. Zaključno, ukazuje se na to da digitalna transformacija značajno utiče na ponašanje potrošača, pozicioniranje brenda i budući razvoj luksuznog brendiranja.*

**Кljučне речи:** luksuzni brending, digitalni marketing, ekskluzivnost, ponašanje potrošača

### 1. Introduction


The desire for higher social status represents a powerful motivator for consumers and can be achieved through various means, including the accumulation of wealth, interaction with higher status individuals, and the pursuit of education. Some consumers perceive the use of luxury goods as a more efficient way to construct social image and status, thereby achieving social recognition (Sivanathan, 2010). The luxury goods market represents a multibillion-dollar industry that has experienced sustained global growth over the past two decades. The increasing use of social media and digital technologies has emerged

as one of the key factors shaping contemporary developments in the luxury goods market (Kim et al., 2012).

Personal luxury goods account for the second largest segment of the luxury market, following luxury automobiles. Revenue within the personal luxury goods segment, which includes clothing, watches, jewellery, and eyewear, has shown steady growth in recent years, excluding the temporary slowdown caused by the coronavirus pandemic. The People's Republic of China is expected to become the leading market in this sector, with projected sales exceeding \$100 billion, followed by the

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United States. By 2028, China is anticipated to maintain its dominant position in terms of revenue generated within the personal luxury goods market (Statista Research Division, 2025). Largely driven by increased tourist spending, the European personal luxury goods market expanded by approximately 3–4% in 2024, reaching a total value of €110 billion (D'Arpizio et al., 2024).

For the first time in the 23-year history of Bain and Company's luxury market reports, the global customer base has contracted. Estimates indicate that the number of luxury consumers declined from 400 million to approximately 350 million by the end of 2024, resulting in a loss of nearly 50 million customers worldwide between 2022 and 2024. Elevation strategies that prioritized top-tier clientele may have contributed to this decline. Although very important clients account for slightly more than 2% of total customers, they now generate almost 45% of global luxury purchases, compared to 35% in 2021. However, as interactions with this segment have become increasingly transactional, these clients report feeling less valued by luxury brands (D'Arpizio et al., 2024).

In 2025, online sales are projected to account for approximately 13.4% of total luxury goods market revenue, while digital channels influence roughly 75% of luxury transactions worldwide (Statista, 2025). As luxury consumption increasingly shifts toward digital environments, companies are redefining exclusivity through personalization, technological innovation, and enhanced online consumer experiences. Premium brands rely on digital platforms to engage consumers and preserve their status, increasingly incorporating artificial intelligence, limited-edition digital offerings, and immersive content into their strategies. This digital transition enables luxury brands to maintain originality while simultaneously expanding accessibility (Boston Brand Media, 2025). The growing adoption of immersive corporate websites is transforming brand communication by offering personalized experiences, exclusive virtual events, and digital flagship stores. Virtual and augmented reality technologies have enhanced consumer engagement by making luxury experiences more interactive and creative. Brands that successfully implement these technologies are better positioned to remain competitive and relevant in an expanding market expected to reach nearly \$950 billion by 2030. An increased focus on personalization and interactive experiences has become essential, as companies that integrate immersive technologies into their engagement strategies are more likely to attract younger, digitally oriented consumers seeking differentiated and experiential forms of luxury consumption (Everard, 2025).

## **2. Theoretical framework and the development of exclusivity in luxury branding**

According to classical Greek interpretations, luxury is a concept used to denote extravagance, excess, or expense. Its origins can be traced to ancient times, when silver was first introduced as a medium of exchange. New social structures emerged primarily in cities where affluent

Greeks possessed extensive purchasing power. As a result, luxury became a symbol of wealth, power, and social status (Atkinson & Kang, 2022). The ancient Romans perceived luxury in a similar manner, with the term *luxatio* referring to distance or separation, thereby emphasizing social distinction (Kapferer, 2012).

Historically, luxury was reserved for the upper strata of society, and luxury goods were defined by exclusivity and limited availability (Shukla et al., 2022). The perception of luxury goods has often been strategically employed to stimulate consumption. Importantly, a product does not necessarily need to be expensive or rare to be considered luxurious. Instead, luxury arises when strong demand persists despite perceived or constructed scarcity, rather than strict limitations in production volume (Berry, 1994).

Although previous research has emphasized the importance of balancing expansion toward less affluent market segments with the preservation of luxury status among core consumers, limited attention has been given to how luxury brands manage the inherent tension between mass marketing and exclusivity. Studies examining luxury brands' responses to rapid industry growth, which directly challenges established status hierarchies, have primarily focused on strategies used to preserve and signal status, such as the artificial enhancement of luxury experiences or symbolic differentiation (Bellezza, 2023; Dion & Borraz, 2017). From a managerial perspective, this research gap is particularly relevant, as luxury brand executives increasingly face the challenge of reconciling symbolic legitimacy with financial performance objectives (Milojević et al., 2022). Monitoring financial and marketing indicators associated with key customer segments remains essential for achieving favorable business outcomes (Damjanović et al., 2018). In contemporary business environments, marketing represents a central function for profit-oriented organizations and constitutes a critical determinant of long-term sustainability (Dobirčanin & Aleksić, 2025; Kaličanin et al., 2024). Furthermore, the role of corporate social responsibility in the practical implementation of employer branding strategies has gained increasing importance (Adamović et al., 2023). As a result, marketing professionals now play a more prominent and strategic role within organizations (Gašić et al., 2020).

The brand represents a key element of relational capital and constitutes an important intangible asset of the company (Janjić et al., 2022). Brand experience has consequently become a central driver in the development and maintenance of brand loyalty (Mandarić et al., 2023). To sustain their premium positioning, luxury brands must be perceived as desirable, exclusive, and rare. At the same time, globally recognized brands such as Christian Dior and Louis Vuitton face the challenge of maintaining exclusivity while pursuing profit growth. High price levels continue to limit mass consumption, yet selective distribution has become less restrictive than in previous periods. Ultimately, a product or brand is perceived as luxurious when consumers attribute such meaning to it. This perception must be carefully maintained, particularly

in increasingly competitive markets where lower-priced alternatives often fulfil similar functional objectives (Radon, 2012).

Exclusivity extends beyond its role as a marketing strategy within the luxury sector and represents a fundamental concept shaping consumer perceptions and demand. Strategies based on selective availability and perceived scarcity play a central role in reinforcing exclusivity and appeal. When products are rare or difficult to obtain, their perceived value and prestige tend to increase, influencing consumer psychology and enhancing desirability. Importantly, exclusivity does not solely concern ownership of scarce goods, but also encompasses privileged experiences and emotional connections derived from belonging to a select group with shared values and interests (Joriwhitepr, 2024).

Digital luxury environments introduce a distinct paradox of exclusivity, as luxury brands seek to reconcile openness with selectivity. The Internet inherently democratizes access to information, enabling broader audiences to engage with luxury brand communications, product offerings, and brand communities that were previously limited to elite social circles and flagship store visitors. Luxury companies that successfully navigate this challenge have expanded the meaning of exclusivity beyond access restrictions, transforming digital technologies into a strategic advantage rather than a threat to core brand principles (Diamond Goose, 2025).

Exclusivity, specialized knowledge, and reputation have long constituted the foundations of the luxury sector. In the digital era, luxury brands are increasingly adopting innovative approaches to reach broader audiences while preserving their elite positioning. The global luxury goods market is currently valued at over \$350 billion and is projected to reach \$500 billion by 2030, driven largely by digital transformation and significant shifts in consumer behavior (Boston Brand Media, 2025).

### 3. Digital transformation of luxury consumer behavior and brand experience

The luxury goods market continues to expand, driven by large multinational companies and a growing global customer base. One of the primary reasons luxury brands increasingly adopt strategies associated with mass markets lies in the high costs of product launches and advertising, the growing number of new product introductions accompanied by shorter product life cycles, and mounting pressure to achieve immediate financial results (Chailan, 2018). Marketing strategies designed to create an atmosphere of exclusivity and glamour for luxury products and services are commonly referred to as luxury branding. This process involves the careful development and management of brand identity in order to shape consumer perceptions (Sotheby's Institute of Art, 2024). Exclusivity has historically formed the foundation of luxury, with control, discretion, and scarcity serving as key mechanisms through which products attain status symbolism. From the earliest maisons to contemporary luxury startups, prestige has been cultivated through

selective disclosure as much as through concealment. In contrast, social media platforms prioritize ubiquity, immediacy, and repetition. Nevertheless, some luxury brands have successfully leveraged social media without compromising brand integrity by maintaining strategic restrictions in their communication practices (Woolford, 2021).

The luxury goods industry has undergone substantial transformation since it was once confined to the economic elite, with significant implications for firms operating in global markets. In pursuit of growth opportunities, many luxury brands have increasingly targeted aspirational consumers to capitalize on rising global demand. This strategic shift has contributed to the democratization of luxury, defined as a reduction in perceived uniqueness, exclusivity, and self-differentiation resulting from increased product availability (Shukla et al., 2022). While luxury goods have traditionally symbolized prestige and exclusivity, their broader accessibility has begun to alter consumer attitudes. This process has generated a paradigm shift in how traditional luxury consumers evaluate brands. Although democratization strategies may deliver short-term revenue gains, they also pose risks by weakening brand positioning and alienating core customer segments (Shukla & Rosendo-Ríos, 2025).

Consumers frequently use luxury goods as symbolic tools for self-expression and identity construction. Social and self-presentational motivations independently influence the creation and dissemination of luxury brand-related content on social media, which has become deeply embedded in everyday life (Pentina et al., 2018). Reaching online luxury consumers has therefore become a strategic priority for marketers. Digital marketing represents one of the most effective means of engaging consumers who routinely rely on social media, internet platforms, and mobile devices for purchasing decisions (Minsker, 2013; Zlatanov et al., 2024). However, individuals susceptible to the Dunning–Kruger effect often overestimate their own expertise while failing to recognize informational limitations. Such individuals may exert disproportionate influence on perceptions of luxury products by promoting superficial or unsupported opinions, particularly within online reference groups that are inclined to reinforce these views (Baltezarević & Baltezarević, 2021).

In examining the determinants of luxury brand consumption, Kowalczyk and Mitchell (2022) investigated the effects of consumer education, peer influence, and affordability on perceptions of brand equity and purchasing behavior. Based on a survey of 475 American consumers, their findings indicate that these factors significantly influence self-esteem, behavioral intentions, and willingness to pay price premiums. The study further demonstrates that consumer knowledge, shaped by social media exposure and product availability, plays a critical role in shaping both perceptions and purchasing decisions. These insights underscore the importance of maintaining exclusivity in brand communication and image management, as exclusivity remains central to the value proposition of premium brands. Moreover, the strategic combination of

exclusivity with perceived affordability may enhance consumer evaluations and strengthen brand value (Kowalczyk & Mitchell, 2022).

Traditionally, luxury brands have relied on exclusivity, experiential retail environments, and personalized services, yet the digital era has necessitated the adoption of new strategic approaches. As a result, prominent brands such as Chanel and Hermès, which previously resisted online retailing, have adopted VIP-focused e-commerce platforms and virtual showrooms. Burberry has demonstrated how artificial intelligence-based personalization can enhance consumer experience through data-driven customer support systems that enable tailored interactions. Similarly, brands such as Dior and Rolex reinforce scarcity and desirability through private digital events and limited editions, while companies like Rolls-Royce and Ferrari allow consumers to design bespoke products through online configurators that integrate craftsmanship with advanced technology (Boston Brand Media, 2025).

Influencers and sponsorships exert a significant positive influence on the attractiveness of luxury brands among affluent consumers. Celebrities whose lifestyles align with brand values can form effective strategic partnerships that enhance legitimacy and consumer trust. When carefully selected, influencers enable luxury brands to engage target audiences more efficiently. To sustain appeal among high-net-worth consumers, the luxury industry continuously develops innovative engagement strategies. Augmented reality enhances digital luxury shopping by enabling virtual product trials prior to purchase, while blockchain technology strengthens trust by ensuring transparent verification of product provenance and ownership (Olbertova, 2024). Furthermore, emerging 3D technologies are increasingly employed to engage Generation Z, a segment projected to account for \$12 trillion in global spending by 2030. This rapidly growing market has prompted luxury brands to adopt advanced tools such as virtual reality, augmented reality, and artificial intelligence-powered digital platforms to communicate innovation and differentiation. Brands that successfully implement these technologies are likely to achieve competitive advantage and strengthen their innovative positioning (Everard, 2025).

#### 4. Conclusion

Thanks to the digital revolution, the foundations of luxury branding have undergone substantial transformation. Traditionally, luxury was defined by exclusivity, craftsmanship, and social status. In contrast, contemporary luxury brands face the challenge of preserving their prestige within a digital environment characterized by transparency, accessibility, and immediate consumer interaction. Rather than resisting these changes, many luxury brands have chosen to redefine exclusivity by offering selective digital access, creating immersive brand experiences, and engaging in personalized communication. This strategic approach enables them to navigate the modern marketplace while maintaining the symbolic value of their offerings.

This transformation has given rise to what can be described as the exclusivity paradox. Luxury brands are expected to remain aspirational and selective, while simultaneously engaging digitally connected consumers on a global scale. Although the internet inherently expands access to information and brand content, leading luxury brands have succeeded in preserving their prestige by redefining the concept of scarcity. This is achieved not only through limitations on physical availability, but also through the provision of personalized, high-value digital experiences that foster emotional engagement and a sense of belonging among carefully defined consumer segments.

Consumer behavior within the luxury sector has also evolved significantly. Contemporary consumers are no longer passive recipients of marketing messages, but active participants in the creation and dissemination of brand narratives, particularly through social media platforms. Peer influence, perceived expertise, and online visibility play an increasingly important role in shaping brand perceptions. As a result, digital marketing has become a central mechanism for sustaining brand value, reinforcing exclusivity, and building long-term customer loyalty within an increasingly interconnected marketplace.

Several emerging trends indicate the future direction of luxury branding. Immersive technologies, including virtual and augmented reality, are transforming the online shopping experience, particularly for younger consumers with growing purchasing power. Artificial intelligence is further enhancing personalization, while blockchain technology is opening new possibilities for verifying product authenticity and strengthening consumer trust. In addition, limited-edition digital products, curated virtual events, and exclusive access platforms allow luxury brands to balance broader market reach with the preservation of exclusivity, enabling expansion without dilution of core brand values.

In conclusion, the digital age presents both challenges and opportunities for luxury brands. Those that successfully integrate tradition with innovation, preserving exclusivity while responding to the expectations of digitally sophisticated consumers, are most likely to thrive in an evolving luxury landscape. Long-term success will depend on the ability of luxury brands to deliver value through tailored, immersive, and technologically advanced experiences, while remaining faithful to the principles that define luxury itself.

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