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**THE JOURNEY OF THE LUXURY AUTOMOTIVE CUSTOMER IN THE
EU: THE PORSCHE BRAND**

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Firma dello studente

Alfredo Rilani

Alla mia Famiglia, Papà, Mamma, Chiara e Silvia;

A Greta;

Ai miei Amici;

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Abstract

This Master Thesis analyses the shifting needs of the Luxury Automotive Consumer during its Journey, as well as the changes imposed by the last two years, strongly permeated by the pandemic.

Generally speaking, the Luxury Consumer is a person who has always differentiated itself for the requirements and the qualities expected by the products he buys. The Luxury Automotive Customer in the EU goes on a Journey that needs a high level of personalisation and care to work correctly. Even though Covid has affected all Luxury Automotive Brands in a different way – unlike mass-market brands – the criteria that have allowed Porsche to withstand and prosper are based on well-established and essential company principles for a long time. The obtained financial results do not depend only on the Brand's worth – which definitely is ranked at the top – but are also the consequence of a careful and cutting-edge strategy able to recognise newborn customer needs and always place them at the centre of the planning strategy. Porsche perfectly incorporates the fundamental activities and trends, such as digitalisation, sustainability, electrification, Customer Centricity, and omnichannel.

As a result, Porsche's Customer Journey maintains coherence and aims to sell and to let future Customers deeply breathe the Brand – as they will become the buyers of tomorrow. It goes without saying that if competitors want to stay competitive they need to follow its steps soon.

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Introduction

One type of Customer that has always distinguished itself for the sophistication of necessities and standards required is the Luxury Consumer. This Master Thesis aims to investigate the changing needs of the Luxury Automotive Consumer along its Journey, also in the light of the changes imposed by these last two years – deeply affected by the Pandemic.

Starting from the general determinants and coming to the specific chapter, I define the Journey of the Luxury Automotive Customer in the EU, which has received very few answers in the literature – despite a high amount of questions asked. I then describe the excellence in the Customer Journey explaining the Porsche Strategy. I have always been curious to learn where its greatness and ability to be fascinating come from, being my favourite brand since I was a child. The answer is the essence of this thesis.

The First Chapter deals with the Luxury Industry, starting from the historical characteristics and paying attention to the changing needs of the new Luxury Customer. Then I examine the factors that have allowed the Luxury Sector to resist and resume expansion and without which the new "OmniCustomer" cannot be satisfied.

The Second Chapter goes through the specifics of our reference market niche, dealing with the Luxury Automotive segment in Europe. It starts from a historical perspective and it then explains the difference with the premium sector. After having described the post covid situation in Europe, I define some essential topics that introduce the need for Customer Centricity.

The Third Chapter deals with the shift from a product-centric approach to a Customer-Centric one to provide Customer Experience Excellence. The key concept is the understanding of the Customer Journey and its changing throughout the years, as the pandemic has boosted its care importance and accelerated future coming shifts.

The Fourth Chapter presents the Luxury Automotive Customer Journey in Europe, giving real-life examples of Porsche Competitors' Strategies. Nevertheless, I first explain the new demands of Luxury Automotive Customers. In the last part, there is an overview of how some new technologies enable more tailored, instantly accessible, and highly immersive Experiences.

In the Fifth Chapter, all the features explained along the chapters are perfectly synthesized by Porsche Strategy. The outstanding results achieved post-pandemic mirror a strategy strongly based on the Customer Centricity approach. Given its complexity, the Customer Journey can no longer be linearly described but I have outlined the various stages thanks to two Porsche Managers' interviews. In the conclusion, how Porsche takes care of the Client throughout the Journey becomes clearer, implementing cutting-edge technologies and delivering an outstanding experience while completely embracing the changing consumer needs and trends.

1 The Luxury Industry

1.1 What is Luxury?

This first part introduces the subject's historical and linguistic characteristics to define luxury. It also explains the distinctions with the idea of 'premium', which is too frequently used as a synonym for luxury, even though it is founded on entirely different features, as we shall see in the chapter about luxury automotive.

1.1.1 History, Meaning, and Rarity

Luxury is as old as humanity; it is increasingly difficult to define and delineate its borders because today, luxury is everywhere. However, we must highlight that this term loses meaning if everything is luxury. So, our first purpose is to express its main features to avoid confusion. The first thing to do is talk about its history, which goes back to the dawn of humanity, as said before. The study of Kapferer and Bastien (2012) is very explicative. The authors start from Ancient Egypt, where we see the traits of a highly hierarchical society, with specific and sophisticated codes and rules. Two elements of luxury are ever-present: great pomp and splendour during life and a highly ceremonial approach to the afterlife. During life, this splendour was expressed by every available means and spurred the invention of exclusive products such as perfumes, which were reserved for the gods, the Pharaoh, the High Priest, and those around them; after death, everything became even more spectacular. It seems clear that the luxury industry has evolved along more or less the same path that humans have followed: democratisation. Historical finds tell us that this luxury has gradually spread to other men and sacred animals outside the nobility. This dispersion of luxury would seem to be a feature of all societies with the time and resources. From Greek antiquity to the 19th century, we see that the concept of luxury has been in the middle of constant dispute between some people who consider luxury as an improving force in society and others who see luxury as an enemy of Virtus. One clear example is the dispute between Athens and Sparta.

This conflict was even in the following centuries, as we can see in the Republic of Rome, in the reign of Elizabeth I, or the French Wars of Religion in the 16th century. This could be linked to the contemporary sociological issue of luxury, which has to do with social stratification, the notion of practical utility and waste, and the decisions relating to the distribution of wealth. The concept of luxury is not and has never been a socially neutral one. Something changed in the 19th century because of the philosophical and social upheavals separating luxury and morality. Industrial Revolution gave more and more individuals the financial possibility to afford luxuries. With the advent of the 20th century, the situation turned in favour of the social

legitimation of luxury, which broke the wall of the concept of elitist luxury as a world apart. As it sets out to conquer the World, even though its idiosyncratic nature does not at first really prepare it for such a venture, and even though it must overcome some powerful adversaries along the way, luxury does hold some significant trump cards, with many drivers of social and economic change taking place in the second half of the 20th century working in its favour. Female emancipation and world peace came as sociological trump cards and were boosted in the 20th century by four drivers. They are Democratization, Increase in spending power, Globalization and Communication. At the beginning of the 20th century, we saw the birth of the French fashion houses. Still, after all, luxury is a peacetime industry and the post-war period saw its moment of triumph, starting from the early '50s with perfume, alcohol, and champagne. Now we can focus on the various meanings of the word 'luxury,' keeping in mind its troubled history. Avoiding dwelling too much on the classic definition of luxury, derived from the Latin 'Luxus', which means overabundance, excess in the way of life, we try to understand what it is effectively, analysing some of the definitions and expert opinions, confirming the above, on the continuous evolution of the concept and meaning of luxury.

Kapferer and Bastien (2012) said that "Everyone knows the keywords of luxury: price, rarity, exclusivity, perfection, history, art, time, dreams. It is important to revisit each of them in-depth if we are not to fall either into a mechanical conception of luxury, made up of very high prices and Hollywood celebrities or into an excessively classical and historical acceptance of luxury."

	France	United States	China	Brazil	Germany	Japan
1	high quality	high quality	expensive	high quality	high quality	high quality
2	prestige	expensive	high quality	pleasure	expensive	prestige
3	expensive	prestige	fashion	dream	fashion	expensive
4	pleasure	pleasure	minority	expensive	dream	intemporal

Table 1 – Meaning evoked by the word 'luxury' for consumers. Kapferer (2015)

As we will see later, the definitions of luxury vary based on where we are on the globe and what culture we come from.

According to Kapferer (2015), We must make a clear distinction between 'luxury,' 'my luxury,' 'the luxury sector,' and 'the luxury business model.'

Having already discussed the pure meaning of the word 'luxury,' we focus on 'my luxury' that refers to a personal, small luxury purchase, where you compulsorily buy an unneeded product or service, at a price far above what functional values command, that act as a Placebo effect.

'The luxury sector' has its borders because of syndicated authorities that define if a firm could be part of it, like Altgamma in Italy, whose studies are central in our work, or Comité Colbert in France.

'Luxury as a business model' has been empirically fine-tuned through time by those luxury brands that dominate the pantheon worldwide. However, it rests on strict principles that maintain the uniqueness of luxury and preserve the non-comparability of those luxury brands that stick to it, according to Karpik (2010). We will get back on these concepts, talking about some of the 'anti-laws of marketing.'

Sozzani (2011) stated, "What is luxury? Quality and not price? Yes, maybe, but it is not enough. Luxury involves a much wider concept. If you misunderstand it with richness referring to expensive items only, you have an old idea of luxury. [...] today, luxury involves exclusiveness, nearly uniqueness, and not because it is addressed to few people because it is special instead. Luxury is research, the chance to experience new routes, to find new and not predictable or already seen solutions. Experimentations are luxury."

We will return on price, and now we consider the word 'exclusiveness' that reminds us of 'rarity,' another critical concept linked to luxury. According to Catry (2006) and Kapferer (2015), it is fundamental to distinguish between five rarity types, from the physical, of ingredients or process, to the virtual:

1. The rarity of the ingredients limits the sales volume.
2. Technical rarity creates an impression of rarity through the demand for perfection.
3. The rarity of the production itself is the logic of self-limitation of need and limited series.
4. The rarity of distribution also creates an impression of rarity.
5. Informational rarity capitalises on the rarity of the famous people who wear an object or frequent a place.

Therefore, it is fundamental to distribute rarity without rarity, manage, or even simulate it.


Natural	Type of rarity driver	Compatibility with volume
	1. Ingredients, components limited capacity, rare human expertise eg: diamonds, rings, fur	Little
	2. Techno-rarity, innovations, new products and features	Average
	3. Limited editions, custom-made orders, one-to-one relationships	Average
	4. Distribution-based rarity	Good
	5. Information-based rarity, marketing, brand, secrecy	Very good: no physical limit
Virtual		

Table 2 - Type of rarity driver. Catry (2006)

1.1.2 Differences with Premium

Every product declares itself to be a luxury product, but as highlighted above, it loses its meaning progressively if a word becomes commonplace.

Furthermore, following Kapferer and Bastien (2012), luxury is not an absolute category but a relative group; what could be luxury for some is not luxury for others, and luxury today could not be luxury tomorrow. Therefore, various avenues can be identified to define the concept of luxury.

The first is democratic and refers to what luxury means for the client.

The second is elitist and is based on what the leisured class calls luxury.

The third follows the idea of the experts.

The fourth is empirical.

The fifth is corporatist, and the sixth route consists of asking the creators of luxury what they are doing. What is fundamental to highlight is that there is no continuous movement from premium to luxury, and luxury is not premium at its best. This confusion comes from two mistakes: confusing luxury with a high price and the accumulation and convergence of genres. Nowadays, there is a zone of price convergence between premium and luxury, and premium prices could be even higher in some cases. The other mistake is linked to the possibility of selling luxury, upper range, and even mass products.

Luxury is defined by timelessness, history, scarcity. On the other hand, Premium brands are characterised by a rational quality-price ratio. It is believed that it is worth paying an extra for a premium brand thanks to the quality of the product, while luxury brands usually have a price that is much higher than their real functional value. Luxury consumers are not interested in

characteristics that justify the price-performance ratio. Instead, luxury consumers want to know the heritage, prestige, and uniqueness of a brand. Another critical aspect is customers' feedback, who have an active role in premium marketing. On the contrary, brands must remain true to their creator's vision without compromising luxury marketing.

Another luxury condition is superlativeness, not comparativeness as premium, because of its self-centred nature. Compare luxury is like comparing religions. This distinction will be strengthened in the next chapter, an in-depth analysis of the automotive sector's case.

According to Kapferer (2008), considering the etymology, the word derives from the Latin *Luxation*, meaning distance: a great distance between premium and luxury.

Luxury, like power, is a quest for the absolute.

To conclude, we rely on a classification of Whiting (2013) director at Added Value that summed up these differences. Luxury brands are defined by uniqueness, timelessness, excellence, iconic communication, sensual aesthetic, brand soul, and innovation.

Premium brands are described as less ostentatious, more accessible, more modern, more rational, best in class, sleeker in design, and precision in fabrication.

1.2 Main Features of Luxury

This second section provides theoretical allusions to some of the essential modern aspects of the luxury idea, such as customers, pricing, communication, distribution (including the Internet), and sustainability. According to specific reports, the evolution and significance of these notions are also being evaluated until 2019, before the demands created by Covid, which have hastened a process of change that has already begun forcefully. The examination of the customer and its evolution needs a special note and is more detailed since it will be the core subject of our discussion.

1.2.1 Luxury Consumers

The luxury customer is no longer defined as part of an isolated elite, and this is confirmed by the fact that its number, in the segment of personal luxury goods, is constantly growing, from 90 million consumers in 1995 to 330 at the end of 2013 to 390 million in 2019, which is expected to reach 450 million by 2025, according to Bain & Company (2014), the leading advisor to the worldwide luxury goods industry. A net total of 10 million additional consumers yearly enters the luxury market. Moreover, as D'Arpizio (2014), lead author of these yearly reports, the consumer base is shifting to a broader and heterogeneous class of luxury shoppers. In particular, she highlighted that "the luxury consumer of the future will become increasingly

heterogeneous and luxury brands and operators need an immediate upgrade to their consumer strategies to recognise and react to this growing diversity, else risk falling behind."

So, avoiding using classical definitions and segmentation, partially underlined above, the following description is based on the evolution of the studies of Bain & Company.

According to Bain & Company (2014), the base of 330 million consumers in 2014 was made up of 55 per cent (180 million) of men who moved between luxury and premium purchases, including second-line design products, beauty products, and small accessories. This group comprised about 10 per cent of global spending by purchasing an average of 150 euros per capita per year. The remaining 45 per cent (150 million) represented the true luxury consumers. They constantly devoted their spending to personal luxury products of various kinds, opportunities for use, and price, accounting for about 90 per cent of global expenditure. In addition, the top 10 Spender per cent (15 million) within this group capture over half of its spending.

Luxury consumers were divided into what it called '7 New Faces of the Global luxury Consumer':

1 - The Omnivore: These customers are typically novices to luxury. They tend to be younger than other groups and experiment with products and brands. They are primarily women. They tend to focus on the categories of jewellery and watches. They prefer to shop in single-brand stores. Many of their purchases are made during travel. They prefer aspirational brands, and while they have high support for luxury brands, their loyalty level is relatively low.

2 - The Opinionated: They are highly competent from Generation X and Y. They prefer leather items and watches and know the differences between the various brands. They often shop in their hometown and are influenced by online information and social networks.

3 - The investor: They pay the utmost attention to the appearance and durability of luxury materials. They favour long-lasting leather goods and watches that can be handed down from generation to generation. They carefully evaluate luxury purchases with research and advice from other competent consumers.

4 - The hedonist: These buyers are infatuated by the goods and experiences of luxury shopping. They have a high affinity with brands, and most of their purchases are related to accessories. They are highly influenced by advertising. Despite their interest in luxury for the show, they show the lowest levels of advocacy for brands, often due to cognitive dissonance, sometimes even after purchase.

5 - The Conservative: These are mature and mainstream buyers, both men and women. They prefer watches and jewellery from major brands. They shop in multi-brand stores and are influenced mainly by what friends and family recommend.

6 - The disillusioned: These are mostly baby Boomers who suffer from "luxury fatigue." They buy leather and beauty products. They search for products that last more than one season and are not intercepted by branded messaging or advertising. They tend to shop infrequently and love to shop online when they can. Women dominate the segment.

7 - The Wannabe: These predominantly female buyers look for entry-level items in beauty and shoes, evaluating accessibility, and are highly likely to mix and match outside the luxury spectrum. They are impulsive buyers who demonstrate little brand loyalty, influenced mainly by what their friends say and what they see in fashion publications.

This classification placed the Baby Boomers at the centre as a decisive generation for the luxury market. In the following years, however, we have seen that new generations have become the fundamental determinants and are destined to assume an increasingly central role soon.

According to Bain & Company (2019), we see that millennial customer (or Generation Y, born between 1980 and 1995) accounted for 35% of consumption in 2019. However, Generation Z (born between 1995 and 2010) will reshape the industry, accounting for 40% in 2025, compared to 4% in 2019.

Another essential and detailed classification comes from the report made yearly by BCG-Altgamma and named 'True-Luxury Global Consumer Insight,' starting from 2014. This segmentation is based mainly on behavioural and aptitude variables (fashion attitude, style, degree of independence in choices, use of mix & match). It identifies eight global segments, two specifics for the country and two for gender.

True-Luxury Global Consumer Insight (2014) defines:

Absolute Luxury: He is a connoisseur, refined and elegant, who grew up in luxury; nothing is too much for him. It is the European elite and the happy few from emerging markets. Buy both personal and experiential luxury, with particular attention to everything unique and customised.

Megacities: Whether they live in NYC, London, Paris, Rio, Moscow, or Shanghai, these consumers share the same tastes, holiday destinations, and playlists. Thanks to them, local trends immediately become global.

Socialwearer: For them, luxury is the green carpet for a better world. Quality, sustainability, and "Made In" are indispensable conditions. They are constantly looking for an emotional connection with the brand, which leads them, once conquered, to be very loyal customers.

Experiencer: Beyond "personal luxury," there is "shared luxury," moments of happiness in a trip or during a starry dinner that are worth much more than the umpteenth dress in the closet. He is a discreet, sophisticated consumer; he does not like to appear.

#LittlePrince: Generation Z, who is 18-25 years old and is used to playing with designer toys; he is impulsive, connected, hungry for novelty and colours. The brand and the aesthetic, sometimes pushed, of design are essential elements, more important than the intrinsic quality.

Fashionista: She always knows what happens, for her going out on the street is a parade, she loves to design, and shopping is her ticket into the magical world of luxury. He knows everything from the most famous brands to the latest discovery of the World of style.

Status Seeker: lives on a stage, and his dress must have the logo insight, and certainly cannot miss a watch or a flashy accessory. He does not like to experiment; he follows the trends and establishes brands. Approval is everything in this World.

Classpirational: He wants most not to disfigure in front of his boss. A luxury consumer is not particularly sophisticated, very far from the idea of experimenting, looking for clothing and classic accessories with a good value for money. For him, affordable luxury is the way to feel accepted in his community, especially in the workplace.

TimelessProper: Coco Chanel is their myth, and "Time passes, style remains" is their motto. These ladies are classic, refined, and elegant, dressed to perfection on every occasion. The risk is not for them; they love a classic and timeless style and are loyal to a few brands and shops in exclusive and elegant locations.

Omni Gifter: They represent old-style men. For them, luxury is to make loved ones happy, and "give" is their natural attitude towards the World of luxury.

Rich Upstarter: New emerging-market rich, who worked hard to get where he is and just realised he could spend his money on a luxury. Social media, celebrities, and TV commercials have a strong influence in driving their buying choices.

Luxe-Immune: They can buy anything, but they seem to be immune (or disillusioned) to the temptations of the luxury world. We are talking about an actual and very self-focused consumer who tends to spend very little on luxury compared to his income.

According to BCG and Altagamma (2019), the luxury market has reached a value of 920 billion euros. It is estimated to reach 1,3 thousand billion euros by 2025, growing at 4,6% per year, as we will see below. The most significant contribution to the growth of the true-luxury sector

comes from the Status Seeker, #Littleprince, Fashionista, and Megacities segments.

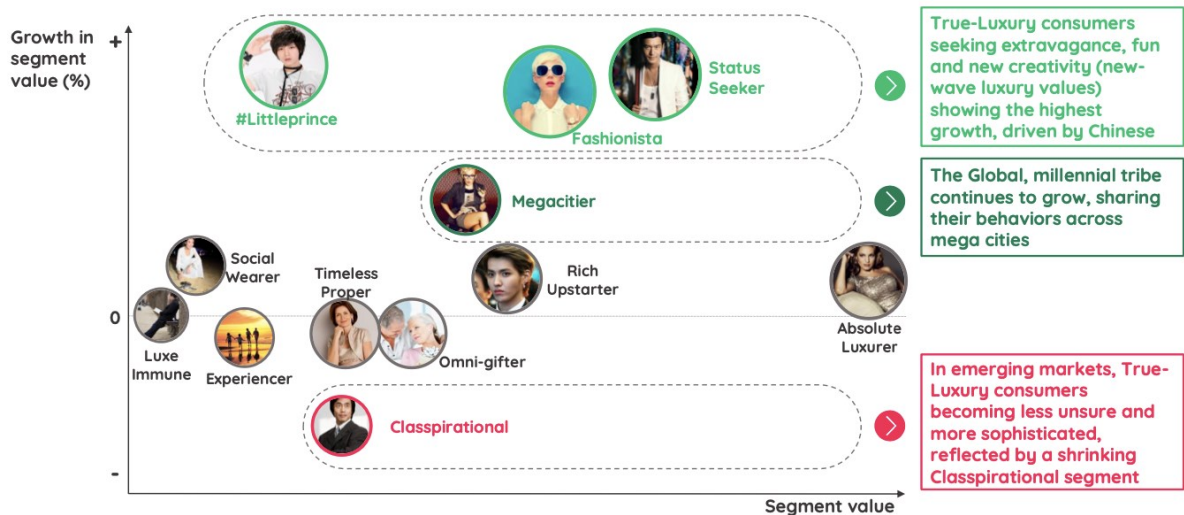


Image 3 - Luxury Consumers. BCG and Altgamma (2019)

From this report, twelve consumption trends emerge, divided into three macro-groups:

1 – New and Emerging:

- a) Collaboration
- b) Second-hand

2 – Keep Growing:

- c) Sustainability
- d) Luxury Casualwear
- e) Influencers

f) Social Media

g) Online

3 – Stabilizing:

- h) Omnichannel
- i) Mono-Brand Stores
- j) Made-In
- k) Mix & Match
- l) Customization

Gen Z has a unique set of behaviours and values. Brands should understand them better, even if they represented only 4% of luxury in 2019, leading to new tendencies. This report shows that Gen Z has higher thresholds on consumption trends highlighted above than the consumers' average. For example, 67% purchase items from collaborations instead of 60% Millennials or 50% Overall, 64% influenced by sustainability when making purchases instead of 59% Overall, or even better 95% of Gen Z use social media to interact with luxury brands, bloggers or social media peers regarding luxury brands and products instead of 92% Millennials or 81% Overall.

Later, thanks to the following reports, we will also analyse the last two years, in which the cards have been somewhat shuffled because of the pandemic.

1.2.2 Luxury Price

To speak about price, the most critical variable in the common mindset, when someone thinks about luxury, we can start from 4 'Anti-laws of marketing', that are 18 management suggestions, at the opposite extreme of what traditional marketing teaches typically.

According to Kapferer & Bastien (2012), the sentences about price are numbers eleven, twelve, thirteen, and fourteen.

11. The presumed price should always seem higher than the actual price: it is well-known that advertisements for luxury products show only the product and not the costs, but the imagined price in the consumer's mind must be higher than it is. In luxury, if a supposed price is higher than the actual price, that creates value.

12. Luxury sets the price; price does not set luxury: In luxury, you enter with a product, and then you can see at what price you can sell it; the more the customer perceives it as luxurious, the higher the price should be.

13. Raise your prices as time goes on to increase demand: In the standard market model, when the price falls, demand rises. In luxury, the relationship is reversed. When we talk about luxury, the price is a simple technical detail and not the primary determinant as you think. So, if the price becomes a problem, we no longer must deal with luxury, even if the product bears the name of a brand belonging to this category. By increasing prices and reinventing the additional profits in quality and advertising, a brand can remain in the World of luxury.

14. Keep raising the average price of the product range: In traditional marketing, you launch a product at an initial cost, then when a fearsome competitor arrives, you drop in price. It is precisely the opposite in luxury, as a luxury brand must always be seen as divided by a gap or a top-level restyling. A brand that can grow in volume and profitability only by launching affordably priced products shows that it is no longer part of the luxury market. Let us get one thing straight: being expensive is not enough to be luxury, and the price is generally not the main factor in the strategy.

In general, as noted above, and following once again Kapferer & Bastien (2012), a luxury brand must continuously increase the average price of its articles: the strategy to increase customers is not based on the increase in the number of them through the reduction of the access price, which devalues the brand, but by increasing the number of customers who are willing to pay to access the brand and increase purchases. The price is usually the exchange value of a product, but what makes luxury is the symbolic value. This means that the higher the symbolic value of

a luxury brand, the higher the price it can impose. However, even if it is not the most critical decision, choosing the correct cost in the luxury field remains essential. It is easy to understand that to decide the price of a luxury product, you cannot follow the 'cost-plus' type method, but you must investigate the symbolic value that the product has in the customers' mindset. Then you can adapt it, increasing it over time to maintain the luxury qualification. Just because the price must increase over time and not decrease, the sales are the total opposite of luxury because they are based on opposite assumptions. It is not true to say that any brand that holds sales cannot be a luxury brand, but the products in sales cannot be luxury products. On this point, there is a total divergence between luxury and fashion, which is also organised around yearly sales. Different is the situation about individual price reductions for specific customers, driven by different motivations. Prices are not lowered because you cannot sell the product; on the contrary, the brand reserves a customer benefit from a favourable treatment. By reducing the price, you are not devaluing the product, but you are giving more value to the customer, as he is allowed to make a better deal.

Kapferer & Bastien (2012) said that the brand's flagship products should communicate and advertise the price. It is desirable for the presumed price always to seem higher than the actual price. Still, the advertising never mentions the price: only the person who buys knows the exact cost. Talking about the price for a luxury product is like publicly admitting that there is nothing better to say about it, diminishing the exceptional characteristics and thus devaluing it in the eyes of those who dream of it.

1.2.3 Communicating Luxury

Following Kapferer and Bastien (2012), we can state that in luxury, you communicate to create the dream in the consumer mindset, not to sell to him. Therefore, luxury made social codes for sharing. This is one of the essential operations of a luxury brand because its value depends strongly on its image quality. So, the quality of luxury communication cannot be evaluated from its impact on a sales campaign. In addition, following the 'Dream Equation' stated by Dubois and Paternault (1995):

$$\text{Dream} = -8.6 + 0.58 \text{ Awareness} - 0.59 \text{ Purchase}$$

We note that our dream depends on awareness and purchase and a negative value of 8.6. The negative value shows that when there is no awareness of assets, the value of the dream is negative, which means that a brand should create a fair amount of attention to make the value of the dream even less optimistic. The opposite effect increases purchases because when the brand stops being considered rare, the value of the brand's dream begins to decrease. Therefore, when you sell a luxury product, you weaken the brand, so it is necessary to recharge the dream

continuously. It is fundamental to highlight that luxury advertising plays a secondary role, and the channels used are opposite concerning the mass market. Luxury, for example, does not use the television because luxury tries to have active participation of its clients, and television does not meet this requirement. An essential source of communication for luxury brands is represented by events where the clients could be appropriately treated. The 'anti-laws of Marketing' mentioned above shows number 16, which keeps stars from advertising. Following Kapferer & Bastien (2012), it is essential to maintain a pure relationship between the client and the brand, without interference from third parties. Therefore, the use of a star is not helpful for the success of an effective advertising campaign.

On the contrary, shielding the direct customer-brand affective relationship tends to be harmful or even destroys it by replacing it with the customer-star affective relationship, reducing purity in the imaginary. In luxury, only the brand's dominance over the customer is legitimate, not that of another individual, especially not that of a star, which risks drawing attention to itself and distracting it from the desired relationship with the brand. After we have just said, it might seem contradictory to see celebrities who often advertise luxury brands. However, this allows us to distinguish between paying a star to appear in an advertisement and using it as an ambassador. You must have a testimonial, not a star, to show that highly respected people usually use the products of this brand, thus confirming their status as everyday products for exceptional people, and in so doing recognise the power of the mark.

So, advertising is not essential as the events are simultaneously exclusive and incomparable. However, they could legitimise the brand's status and encourage word of mouth: it must be talked about them.



Image 4 - Truman Capote's black and white Gala (1966)

Truman Capote's black and white gala, held on November 28, 1966, at the Plaza Hotel in New York, is considered a classic of the genre. Even the media and security had to wear masks because the dress code was dinner jackets and long gowns with a mask. Truman Capote invited 540 friends, all of whom were wealthy, powerful, or well-known. However, he gained 15,000 enemies that evening: he orchestrated a leak, and the list of invitees was published in the New York Times. As a result, those who had not been invited realised they were not members of the club, and they would go to any length to be included the following time.

1.2.4 Distribution

'If you control your distribution, you control your image.'

Bernard Arnault

Kapferer and Bastien (2012) said that distribution is generally the weak link of luxury strategy. Many brands die or lose their status, so it is necessary to pay special attention to their characteristics. Following the personal relationship described in the previous subsection, we renew its importance, highlighting that contrary to popular belief, the salesperson in luxury should be friendly and not distant. The luxury consumer often enters the boutique without knowing what he will buy, especially when looking for a gift; he trusts the seller's opinion completely and will prefer someone competent who presents himself as helpful. The advice to the sale is essential in luxury, and consequently, the distribution must be done so that the customer purchases in peace and security. You are not selling the product to the customer, but the customer buys the product. As highlighted before, luxury is communication, and so distribution is communication. The luxury store is a screen that projects the history and iconicity of a brand and a metaphor for a setting that places the object of desire at a distance to increase that desire. The luxury stores are in the central and most exclusive streets of the best cities globally, and the windows must emphasise the space that the brand creates. A luxury shop window is a privileged place and an essential public communication tool: it mirrors its interior. It must sensitise non-consumers to the status of the brand and the people who carry it. Selectivity is a consequence of rarity, expressed in the distribution through few sales points, precise locations, and the shop as a showcase. We must also note that in the luxury streets, there is no competition: the proximity of stores of equivalent level strengthens each brand.

According to Chevalier and Gutsatz (2020), in the past, luxury brands' stores around the World should resemble each other, but in the 21st century, this strategy changed, especially regarding flagship stores. Prada introduced a new concept called 'epicentre stores,' a general trend among luxury brands. They are characterised as shops able to contribute to the definition of the brand,

highlighting the ostentation, space, and opulence that a luxury brand has. As Rem Koolhaas, the architect chosen by Prada to design the first epicentre stores, said, "The risk in numbers is repetition. Each new store decreases the overall aura and helps create a sense of familiarity. The risk associated with scale is the Standard Bearer Syndrome: a megalomaniac accumulation of obviousness, which tends to efface whatever remains of the elements of surprise and mystery related to the brand and imprison it in an identity carved in stone. However, growth can also be an opportunity for redefining a brand; by introducing two types of stores, the typical and the unique, the epicentre store becomes a brand renewal mechanism by going against the tide and by shaking up any preconceived notion of what Prada is, does, or will be. The epicentre store functions as a conceptual showcase: a means of proclaiming its future direction, which gives a positive image to the larger mass of regular stores." (Bertelli 2001).

Following Chevalier and Gutsatz (2020), the flagship stores can help the brand build its reputation through a combination of:

- Historical buildings that allow blending part of the building's history with the history of the brand itself.
- Famous architects, giving the brand an innovative momentum by capitalising on the architect's creativity.
- Excellent relations with the press, explained by an example of a distributor of London and recorded by Moore et al. (2010) "The press needs to link a location to a brand. When we closed our store, it was as if we had been deleted from the reporters' minds. It was amazing: it did not matter what we did; we did not matter to them anymore. We had to quickly reverse our decision because the impact of non-coverage by the media is simply terrible for a luxury brand's turnover."

Another critical topic is the internet dilemma. The question arises from the ability of the Internet, excellent for the traditional market, to break the barriers of time and space, two founding features of value creation in luxury. Luxury takes time to be thought of, produced, purchased, and delivered. New generations, called Native Digitals, which are growing in importance within the luxury, are another aspect of the cultural shock between the Internet and this sector. The web also has excellent potential in terms of services, which we will deepen in the following chapters and periods of loyalty: The web is an excellent motivator for customers as it allows them to interact with the brand and bring their content. More strategically, the net will enable brands to climb the ramp of commitment to creating the strategic community of brand connoisseurs (Atkin, 2014). Also, this subject will be treated better later. An undervalued ability of retail stores for luxury brands is to select customers by operating a first skim. The luxury shops are opened by choosing the neighbourhood, the street, the side of the road. They

act as filters; access filters that disappear on the Internet, as anyone can enter. Creating a website is like opening a store on a street no one knows about (Kapferer, 2015). Due to various discrepancies, we have seen the practical importance of the web for luxury only since 2015. According to Chevalier and Gutsatz (2020), to better understand this evolution, we divide the 21st into three periods and five phases, each corresponding to the different functions assigned to the brand's website.

Before 2000-2005 (Depending on the Brand)

Until a few years ago, luxury brands considered the Internet external and sometimes harmful because they believed that the Internet and luxury were built around very different cultures.

Role 1: The Internet was ignored, and the brand did not have a website.

Luxury brands	versus	Internet
Physical products and sensorial experience		Virtuality
Control and consistency are essential		Freedom in expression and no control
Each brand is founded on a specific culture		Global media, without frontiers
Time is very important		Speed, and immediacy is its essence

Table 5 - Cultural comparison of the Internet and Luxury Brands. Chevalier and Gutsatz (2020)

Between 2005 and 2015: Brands Shared a Compartmentalized Vision, Where the Website Was 'Like a Glorified Flagship Store'

The brands then approached the other three phases, characterised by an organisational vision of e-commerce being outsourced or created in-house and integrated into the sales department.

During this period, the Internet assumed three roles:

Role 2: An institutional site. This was the type of website where a brand presented its history, events, and collections but never contacted its customers. It was like an explanatory autobiography.

Role 3: The e-commerce site. After the Internet was recognised as a reliable distribution channel, the brands added a page that began to act as e-commerce on their institutional site.

Role 4: The Internet, a network where commerce, communication, and presence on social networks combine. After becoming familiar with the Internet, all luxury brands are naturally landed on social media via Facebook pages, Twitter accounts, iPhone, and iPad applications. However, despite increasing contact points, the brands did not know and understand their customers, as they did not interact with them.

Since 2015: The Fundamental Challenge for Brands Is to Place the Customer at the Centre

The new generations of consumers (already treated) have posed a fundamental demand for luxury brands. They, eager for an effortless transition from the virtual to the real, immersed in a customer journey that combines sources of information and potential shops, trusting their peers a lot, felt the need to switch from a top-down vision of the brand (characteristic of the two previous epochs) to a democratic idea where the approach is based on dialogue.

This posed an immediate organisational question: how can we organise a customer journey, customer service, a satisfying customer experience without placing the customer in the middle of the process? So, we must add another role attributed to the Internet.

Role 5: Selling and building an omnichannel experience. Luxury brands have understood the importance of the Internet in the customer journey. The starting point has been building relationships with customers through all possible distribution and communication channels, offering a unique brand experience. Therefore, the brand must build a natural ecosystem that connects sales and communication.

Later, we will talk about the customer journey in the dedicated chapter.

1.2.5 Sustainability

Sustainable development is now a priority for all production sectors. However, luxury is often designated as the scapegoat of many problems, first the lack of sustainability among its drivers. Nevertheless, we will see that this is usually an improper accusation.

According to Kapferer (2015), luxury draws special attention since sustainable growth promotes social justice and the environment. However, a closer examination reveals how sustainable development is intimately compatible with luxury: both prioritise uniqueness, and genuine luxury is, by definition, long-lasting. Luxury certainly draws attention to societal disparities, but it does not cause them. Therefore, luxury must also be a model of sustainability. Although with little transparency, all major luxury businesses have previously responded to sustainability demands.

For example, driving a Rolls-Royce, a Maybach, or a Mercedes S Class makes the owner unconcerned about excessive fuel use and global warming. Even though the planned widespread dissemination of middle-range automobiles in China or India poses a threat to the World, detractors point to the wealthy's excessive energy usage per capita. Continuing our example of automotive, covered in the next chapter, The tiny Nano, built by Indian Tata and offered at \$2,629., is the World's most fuel-efficient automobile. Luxury vehicles will be more expensive than Nanos to luxury takes up the aim of being the first to build completely electric fantastic cars for those who can afford them and will be glad to display how wealthy they are while also being environmentally conscientious. Tesla's success can be attributed to this.

However, a complete shift to ethical commerce and environmental considerations would degrade product quality in many other luxury industries. All luxury conglomerates have quietly accepted the lofty objective of becoming long-term luxury models. Mass production is the greatest danger to the planet's resources, not trim output levels. The World's recycling capacity is considerably exceeded by the overconsumption of plastic packaging by mass consumer products (for example, bottled water). The complex wrappings surrounding luxury items as a symbol of a present to oneself, or another person are a drop in the ocean of ignoring environmental damage, especially when the paper is now recyclable. The throwaway society's adversary is luxury. In addition, luxury is durable; instead, durability is the enemy of the mass-market industry, based on planned obsolescence. Luxury is in the business of long-term value: 90% of all Porsches ever made are still in use. The same is true for Ferrari: the mechanics in Maranello will work on any old Ferrari, no matter how old it is. Therefore, the luxury industry has such a vast aftermarket. Environmentalists chastise luxury not so much for its actual impact on the planet's resources as for its excellent exposure and symbolic power, which much outweighs its economic value. Luxury may lead the way by redefining quality and the luxury ideal, such that it is no more a selfish individual's fantasy but one that considers environmental problems. Luxury must be socially, economically, and environmentally sustainable to be a leader in the face of mass products and fashion. To do this, luxury brands will drive their suppliers and distributors to speed up behavioural adjustments and adhere to SD requirements. The rich in the future will display their taste and riches and their discernment and generosity through their prominent purchase of luxury items.

According to BCG and Fondazione Altagamma (2019), sustainability influences several areas of True-Luxury customer behaviour:

- Sustainability influences 59 per cent of True-Luxury buyers' purchase decisions.
- In the second-hand market, 17 per cent of True-Luxury buyers buy used because it is sustainable behaviour.

- Sustainability was cited by 13% of True-Luxury buyers who switched their purchasing from traditional to niche luxury brands.
- When asked to define luxury, 10% of True-Luxury buyers choose sustainability as a top-three value (+1% vs 2017).

~60% influenced by sustainability, reaching 64% of younger generations...

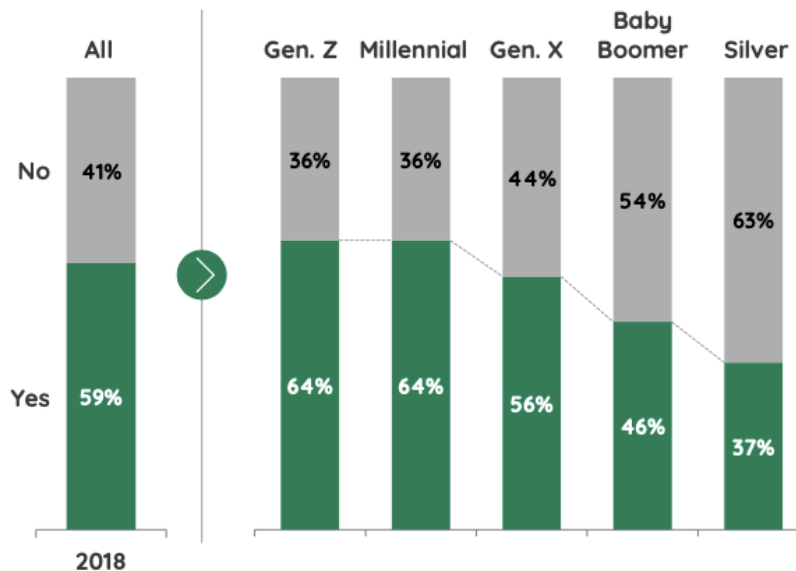


Image 6 - Does the Sustainability topic influence your purchasing behaviour? BCG, Altgamma (2019)

As expected, the most significant influence is on younger generations.

1.3 Luxury in the World

The geographical and sectoral expansion of the luxury market is studied in the third and final section of the first chapter, both as a whole and in the 'personal luxury goods' category, where significantly more data and research are available. As discussed in the next chapter, the automotive industry has the most significant economic volume. After dealing with the Covid, the evolutions of the principles described in the preceding part are explored. Finally, we will examine the factors that have allowed the luxury to resist and resume expansion, as well as anticipated trends to come.

1.3.1 Spread and Resilience

We attempted to demonstrate many traits and connotations of the realm of luxury in the initial lines of our article. However, the notion of luxury is not universal, and it evokes diverse emotions and characteristics depending on the market and location of the World in question.

According to Kapferer and Bastien (2012), if France might claim to be the birthplace of contemporary luxury, the luxury market can barely rely on the French. Indeed, in this culture, the philosophy of non-ostentation rules supreme, and riches must be concealed: people purchase Peugeots rather than Jaguars. France raised on a concept of personal luxury for the connoisseur, where history, know-how, and attention to detail are devoured before the thing is enjoyed on its terms. Luxury is synonymous with pleasure for the French, evidenced by haute cuisine. Art has influenced Italy.

According to the United States constitution, the pursuit of happiness is a responsibility and a right: in other words, you get happy via consumption rather than pleasure. You grow in life by gaining more comfort, performance, and efficiency. A diamond lasts a lifetime, so it is also a wise investment to express affection. A Porsche is not only attractive, but it also has a high resale value due to its excellent dependability. It is always vital to talk about how wonderful the expensive item is. The growing luxury economies (Russia, China, and others) are incredibly different. Like the United States, they are nations where economic success may help you climb the social ladder. After that, you want to use it to benefit your tribe and spread the word about it. The major emerging countries are avid for luxury, and we can deduce it from the etymology. The term "luxury" comes from the Latin word "Luxus." As a result, how do the Chinese transcribe it? "She chi" comprises two words: the first signifies 'important individuals,' while the second means 'a lot.' As we can see, luxury in China is associated with VIPs: by purchasing luxury, you may elevate yourself to the status of someone important or just someone. You see a difference right away. China has the fastest-growing number of dollar billionaires, and they will seek distinctions commensurate with their accomplishments. In a culture of the nouveau riche, the extremely wealthy, such as India, where business is an Indian skill, it is vital to make a grand display of power. An actual bidding war for personal recognition exists, first among your friends and neighbours.

Having stated that, to illustrate the varied notion of luxury in the major international markets, we can now view some data that will help us understand how it is spread over the World, also considering the disruptive power of the Covid-19 pandemic.

Following Bain and Altgamma (2021), the overall luxury market, which includes broader luxury goods and experiences, is still below 2019 levels, reaching around EUR 1.1 trillion, moving from experiences to goods and experience-based goods accounting for just half of the

difference between 2019. In 2019, before Covid-19, the worldwide luxury market amounted to €1.3 trillion. As a result, the overall luxury market is approximately 9% lower than in 2019.

Global luxury markets: shift from experiences to goods compensates half of the gap vs 2019

Global luxury markets (€B | 2021E)

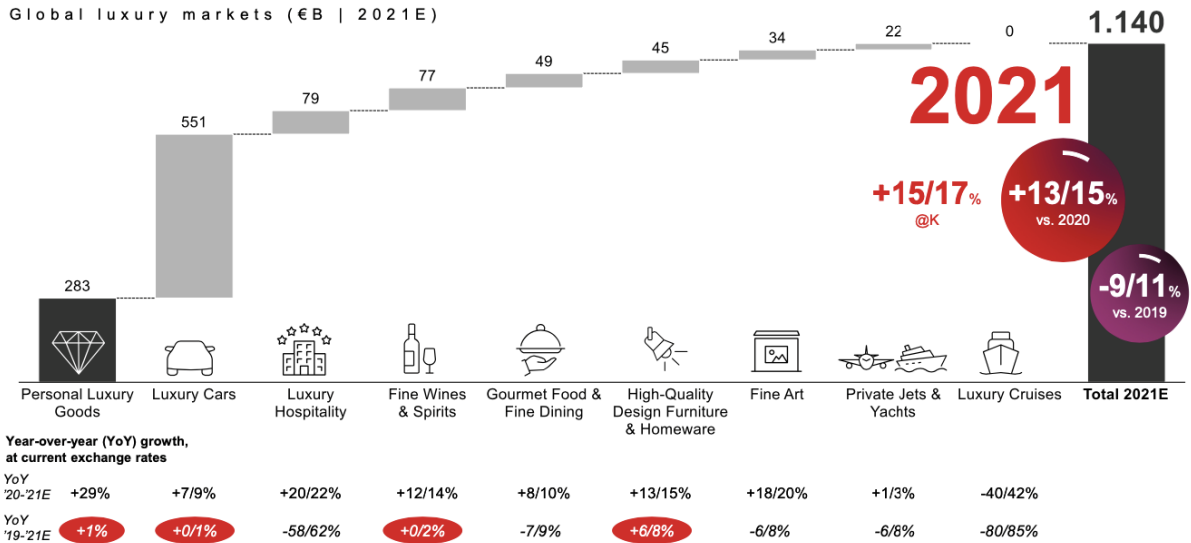


Image 7 - Global luxury markets. Bain and Altagamma (2021)

Bain and Altagamma (2021) track nine categories of the global luxury market: luxury vehicles, personal luxury goods, luxury hotels, fine wines and spirits, gourmet cuisine and fine dining, high-end furniture and housewares, fine art, private jets and yachts, and luxury cruises. Personal luxury Goods, Luxury Cars and Luxury Hospitality together account for 80% of the total market. The Luxury Cars segment is the most important in volume, and it will be our next chapter's protagonist so that we can skip that for now. The other features that grew are 'High-quality design furniture & homeware' that saw a growth path sustained by refocusing consumer spending on home and 'Fine wine & spirits' through a 'revenge conviviality.' 'Private jets & yachts,' 'Fine art' and 'Gourmet food & fine dining' suffered less, thanks to a rebound in the last art, thanks to gradual reopening. The worst segments are 'Luxury hospitality' and 'Luxury Cruises,' jeopardised by restrictions to international travel.

Nonetheless, the order book for 2022 is reaching 2019 levels, with customers indicating a significant desire for luxury experiences, which will likely fuel a faster market rebound in the coming years.

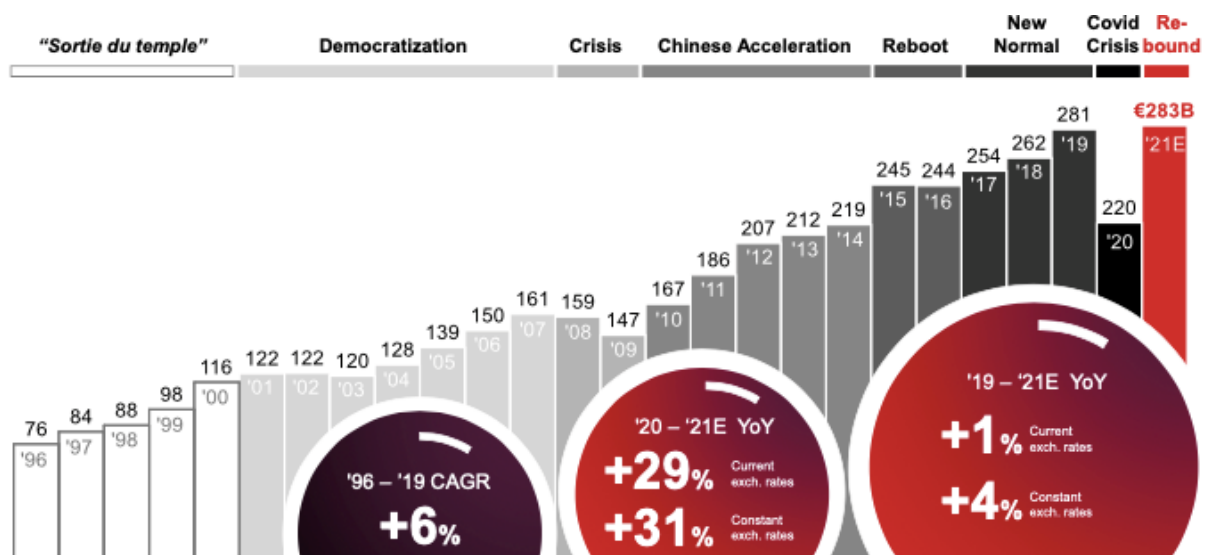


Image 8 - Personal luxury Market. Bain and Altagamma (2021)

Following Bain and Altagamma (2021), the personal luxury goods market, with which we have the most detailed information, has roared back, with a V-shaped rebound expected in 2021. Following a steep downturn in 2020, the personal luxury goods market expanded by 29% at current currency rates to EUR 283 billion, boosting market size by 1% compared to 2019 and expected growth in the years to come.

This expansion is boosted by solid growth in China, where the market has doubled since 2019, and steady development in the United States. A new map of luxury is rapidly forming, with secondary cities and suburban regions becoming increasingly important. As a result, the Americas are currently the World's largest luxury market, accounting for EUR 89 billion, or 31% of the worldwide market, while China accounts for EUR 60 billion, or 20%. Another bright spot was the Middle East, with Dubai and Saudi Arabia leading.

Europe, Japan, and the rest of Asia only recovered in 2021 and have yet to return to pre-Covid levels. Their resurgence is tied to the revival of international travel. By 2023, Japan should be back to pre-crisis levels and Europe by 2024.

Despite being among the most hit by the pandemic, Millennials and Generation Z are hopeful consumers about post-epidemic recovery. More than half of these two groups' consumers are confident about a quick recovery, vastly outnumbering the 23 per cent expressed by other generations, including Generation X, Baby Boomers, and Silver. As a result, millennials and Generation X are predicted to account for more than 60% of the global luxury market by 2025, with a market value ranging between 235 and 265 billion euros. Furthermore, because of their ability to produce engagement in the digital World and establish trends, these categories significantly impact the rest of the market.

These factors have allowed the luxury to withstand and begin a quick recovery, which is already in pre-covid levels, in such a short period.

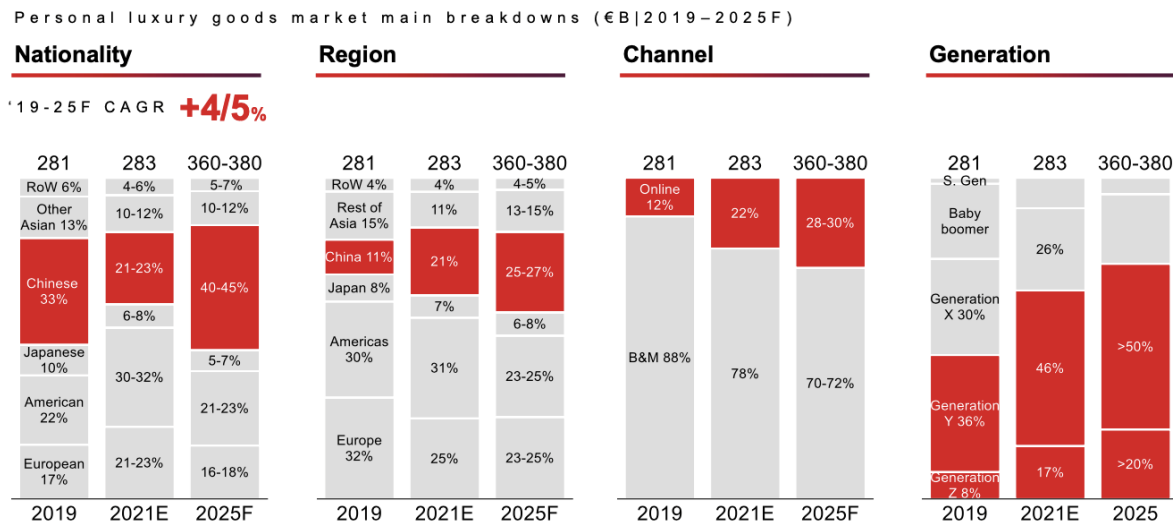


Image 9 - Evolution of customers in personal luxury. Bain and Altagamma (2021)

After discussing these evolutions, we must return to the Internet, which was already increasing before the Covid-19 but has seen a considerable increase in relevance since Covid's arrival.

BCG and Altagamma (2021) have outlined the value for brands to provide a seamless experience, highlighting the need to rethink the role of the single channel, with the intent of developing an ecosystem whose nodes reinforce one another, as well as satisfying consumers who are beginning to form relationships with brands that are increasingly disregarding the individual channel.

In particular, the function of the physical shop is destined to evolve further, as their primary goal shifts from generating sales to the development of an experience. Potential customers will relate to the products and brand values, leaving most sales conversion to online channels. This became more crucial as the pandemic broke out, hastening the transfer of channels to the Internet and emphasising the need for the omnichannel experience.

Bain and Altagamma (2021) stated that, following a 50 per cent increase in 2020, concerning the previous year, the online channel continues to develop, with an expected market value of 62 billion euros in 2021, following the acceleration of a movement in clients to this channel, which began during the COVID and has since proven durable. Brand-controlled websites now account for 40% of all internet traffic, up from 30% in 2019. This year's recovery has been boosted by online and merged flagship shops, which will continue to be reliable growth drivers in the longer term.

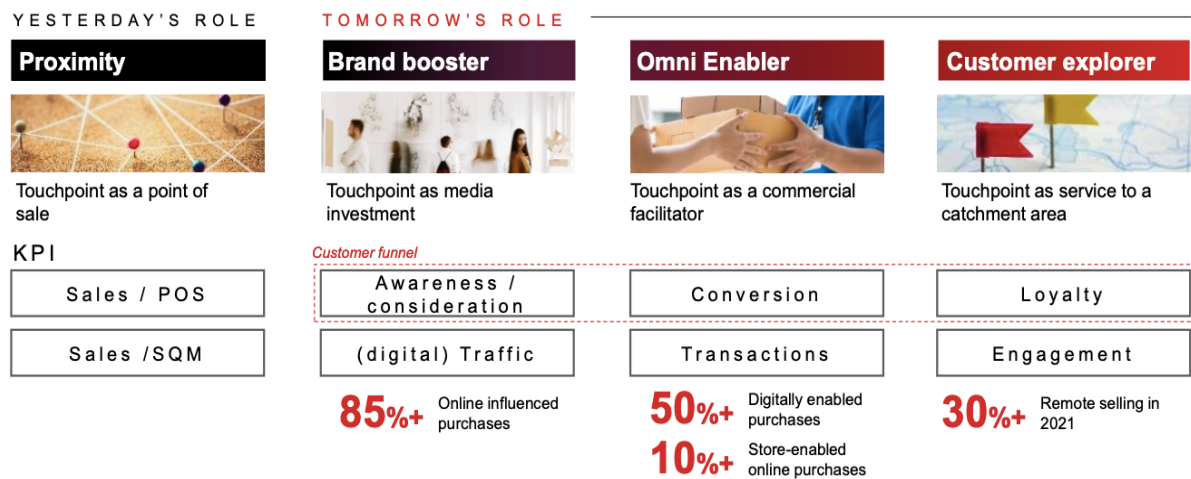


Image 10 - From channel to touchpoint ecosystem: redefining role of channels through upgraded competencies and KPIs. Bain and Altagamma (2021)

Following BCG and Altagamma (2021), as business-to-consumer contacts become increasingly direct and digital, it is more critical than ever to engage customers across several channels and in a holistic manner.

Consumers are allegedly intercepted mainly through digital communications (such as magazines, blogs, chat rooms, and even e-sports), in-store (for example, through shop assistants and in-store sales employees), and brand websites.

Virtual live streams are one of the most successful digital tools, known for their powers in request activation, creation of highly engaging shopping experiences, ability to reach new audiences, and remarkable dynamism in marketing experience. Livestream sessions, on average, have a high conversion potential, with 70% of respondents claiming to have purchased during or after them. Although the instrument's popularity varies by country, its effectiveness in terms of conversion is always high. The United States topped the rankings with an 80 per cent, ahead of Europe and the rest of the world, with around 70 per cent, and China, with 63 per cent. In addition, consumers like brand consistency across channels and delivery service integrated throughout channels (allowing them to buy online and pick up in-store or buy in-store and have it delivered to their house). More than 40% of respondents consider the availability of these services across numerous channels to be "discounted."

Personalisation is the most reported aspect in interactions, with more than 70% of respondents mentioning it. However, further investigation reveals that 50 per cent of preferences within the "customisation" element have been allocated to features based on physical interaction (such as personalised treatment in the store and access to a personal shopper). In comparison, the other 50 per cent pertains to digital and omnichannel interactions (citing the personalised recommendations and the recognizability between the various channels). In the third chapter, we will go through the customer journey in further detail. We have just seen some of the most

fundamental requirements today's clients have. To conclude, Luxury companies are being held to more excellent standards than ever before by a rising universe of customers in the industry. Consumers are looking for firms that can customise goods and fit their beliefs and companies that can make their voices known on social concerns and implement actual environmental activities.

2 Luxury automotive sector in EU

2.1 Luxury automotive concepts

The first section of the chapter opens with a look at the history of the luxury vehicle business. Luxury automobiles are the offspring of the nobles of the past. We may further explore the overall characteristics using a three-tiered system: luxury, upper-range, and top-of-the-range, to define the differences between premium and luxury. However, we must keep in mind that luxury is relative.

2.1.1 History and Myth

In many ways, automotive creates questions among luxury experts.

According to Kapferer and Bastien (2012), the noble descendant of horse-drawn vehicles or carriages is generally seen as the ultimate emblem of luxury among men. For many, the automobile represents the evolution and status of the driver.

We are discussing precious goods, sons of a sacred mark. However, whence does this reverence originate. To answer, we need to go back to the roots of modern luxury.

Louis XIV's court had to defend his status, hence his social superiority, via the purity of horse blood (a crucial temporal component) and by costs, glory, and heroic achievements. The current vehicle is a technological and metaphorical descendent of old horse ceremonies and artefacts. Luxury automobiles are classified into two categories: gold and thoroughbred carriages. Everyone has a noble trait: a well-known brand and embodied myth. The foundations of this narrative are the heroic actions of battle or the personification of the power it signified. Rolls-Royce is the resurrection of the golden chariot among luxury automobiles: nothing was more comfortable, opulent, or attractive for Queen Elizabeth II.

On the other hand, the thoroughbred line is represented by Ferrari and Porsche. They have developed their reputations in bloody races: Ferrari represents Italy, Porsche represents Germany, and Aston Martin represents the United Kingdom.

While the higher range, as we will see, adopts the rules of luxury while being earthy and palpable in its reasoning, luxury derives its extra worth from a divine dimension, which is fundamentally tied to its relationship with time, history, death, and life (Lipovetsky and Roux, 2003). Each model incorporates, reproduces, modernises, or revives a myth, the brand's mythology, established through time.

Here are the fundamental elements of the luxury myth:

- The creator is an enthusiast and a creative genius

Dr Porsche and Enzo Ferrari are the haute couture equivalents of the renowned haute cuisine chefs.

- The creations themselves elicit attention and respect

Luxury creates its story via models that achieve immortality. Ferrari Daytona, Testarossa, and Dino all have names because they need to be identified in this scenario. A Lamborghini Countach parked in the street is like a work of art: gorgeous and unusual. It is not entirely aesthetic. It causes bewilderment in the face of perfection's harmony.

- The impossibility of access

This is due to the models' "high" pricing, which feeds the gap between them and regular brands, even top-of-the-range ones. From this perspective, the luxury price does not follow the higher premium price. Instead, it reflects a circumstance beyond the quality-to-price ratio and can only be justified by passion and excellence.

- The fact that royal families use Rolls-Royce and Bentley lends them prominence

As a result, Rolls-Royce and Bentley are courting a clientele of sports stars, Russian billionaires, and sheikhs keen to project noble qualities to the public.

- Glory Fields

Porsche's strength was established in the 24 Hours of Le Mans, while Ferrari was honoured in Formula One.

- Heroes

James Dean was killed at 24 while driving his Porsche down a California highway. Moreover, where would Aston Martin be if James Bond, 007, was not there?

2.1.2 Luxury vs Premium

As previously stated, the automotive sector provides an appropriate setting for examining the distinctions and connections between the luxury and premium category.

Following Kapferer and Bastien (2012), we have previously said that luxury is relative: luxury for one person may be premium for another. Mercedes has luxury status in China, India, and Russia, where its black limousines, which cost much more than most people can afford, are a conspicuous symbol of governmental authority. This is not the situation in the United States, where the brand has lost its dream-like potency. That is why, to secure the success of its initial Lexus automobile sales, Toyota targeted Mercedes owners. On the other hand, the Lexus is seen as a super Toyota by the Japanese, lacking the fundamental characteristics of luxury: status, the intangible, the dream, and the imagination. Upgrading a model is one thing, but possessing an identity is quite another.

We shall describe the criteria used to define our luxury automobile study later. For now, let us reaffirm a concept: luxury and premium are not on the same trajectory, and one does not sit atop the other. The premium will be rated on adaptability, comfort, storage space, manoeuvrability, and other high-end qualities.

In luxury, the designer sets the requirements; the connection with the buyer is flipped on its head, even if he is undoubtedly not neglected. The luxury item is developed and made in response to an idea rather than an order or request.

We may further explore the overall characteristics using a three-tiered system: luxury, upper-range, and top-of-the-range.

These three groups are permeable. Despite their porous borders, their essential identity is unmistakable. Yardsticks can merge or get confused if neglected, resulting in internal management mistakes. The faults produced by the mix of genres between luxury and traditional marketing may be seen in Ford's management after the acquisition of Jaguar in 1989. Ford has been working relentlessly to boost penetration to make its Jaguar acquisition viable, despite paying more than its target price. Ford paid for Jaguar twice: the \$2.5 billion purchase price in 1989 and the cost of bringing Coventry's workforce up to the level of high-end automotive technology and know-how. The models' quality and dependability improved due to the platform's policies, but the dream was over.

The sense of exclusivity and isolation has dwindled, without which there is no luxury. In fact: the smaller Jaguars were powered by a Ford Mondeo engine, the acquisition increased the number of Jaguars on the road, Jaguar no longer excelled in competitions where public prestige and emotional attachment could be exploited.

a) Top-of-the-range

As the name implies, this is the pinnacle of a brand's range. From little cars to family sedans to minivans, the generalist brand employs various vehicles to accompany and inspire loyal clients throughout their lives. Then, finally, the high-end sedan, with its extra features that offer the primary automobile a personal touch, intimacy, and hedonistic enjoyment.

The well-known value for money distinguishes the top range. It denotes the buyer's advancement over the spectrum, hence their growth in terms of money, position, and status. Compared to the brand's lower levels, the maximum range is compared to the tops of other brands and luxury companies' downward expansions, weakening due to this extension. The term "luxury" describes anything exceptional rather than something comparable. At all costs, no comparisons should be made.

b) Upper premium

The automobile brands are seen as milestones in the owner's financial progression because of their average price and well-known status. There are two types of automobiles considered: luxury and 'upper-premium' cars such as Aston Martin or Lexus.

Even if the latter try everything they can to blur the lines and adopt the luxury codes, we must learn to discern between them. The terms "luxury" and "upper-premium" refer to different levels of research. The findings are somewhat other.

Even if it is bridged with intangible elements, the value of use remains the first criterion in a super-premium automobile, such as Lexus or Audi. You purchase an Audi A6 for everyday use, in all weather conditions, on all roads, and for all sorts of travel. This is hardly the first thought that comes to mind when someone considers purchasing an Aston Martin or a Lamborghini. Upper-premium brands seek to be selected based on their superiority. Everything in these automobiles is meant to relieve the driver and passengers of strain, stress, discomfort, hazards, and insecurity. Even if the high price reveals the owner's wealth, each premium car's price must be justified by its utility curve.

c) Luxury

Consequently, luxury automobiles may be identified by the price of the items, their scarcity due to their high quality, and the name's prestige.

Luxury is patient and enjoys taking its time. Unlike fashion, there is an obsolescence mechanism to rekindle consumer demand and keep factories running. Luxury aspires to be timeless, even if it integrates sophisticated technology and advancement in automobiles. As a result, prominent luxury automobile models like the Ferrari Testarossa and the Lamborghini Countach 2021 are recreated (the latter after 50 years since the iconic 1971), as we will see after.



Image 11 – Lamborghini Countach 2021 and Lamborghini Countach 1971. Red Live (2021)

The Luxury Institute in the United States creates two luxury hierarchies to define the boundaries further:

- The LCEI, Luxury Customer Experience Indicator, is the first index, and it assesses the perceived quality of services. Lexus and BMW thrive in this area, with just the position of higher premium to be noted.
- The second indicator is the LBSI, Luxury Brand Status Index, which identifies the intangible, the brand's reputation, and its ability to inspire aspirations. His questions assess the perception of long-lasting better quality, exclusivity and distinctiveness, and the perception that the brand confers a higher social position. Porsche is the winner here.

What Porsche owners have to say:

- It excites because of its style, strength, and capacity to pique one's imagination.
- It is well-constructed, stylish, and performs admirably.
- It has a metaphorical youth and retains its worth throughout time.

Moreover, according to Porsche Newsroom (2017), over 70% of all 911s ever produced are still registered:

- It has been extraordinarily true to its beliefs, remaining very stable over time.

The distinctions should be evident now, both as brands and as features.

2.1.3 Geographical Drivers

According to Kapferer and Bastien (2012), we may describe the national distinctions, which have already been somewhat emphasised, by schematising the automotive globe along two axes. The vertical axis progresses from strictly practical to very ornamental towards the bottom. The horizontal axis runs from conventional to entirely new and modern on the left. These axes remind the tangible/intangible dimension of the brand's added value in the vertical axis and the traditional depiction of time in the horizontal axis, which places the past on the left and continues to the right. The zero point is in the middle, where the average automobile is put in all directions as an essential mobility item and then sold at the lowest feasible price. One of the most potent causes of the sacralisation of luxury brands in this age of globalisation is their potential to be ambassadors of national qualities. Although Bentley and Rolls Royce are run by German firms owing to technological and commercial demands, the brands' identities are still substantially British in history, great deeds, and distinctive beliefs.

The national attributes of Italian luxury brands, diamonds, and automobiles are taken to the extreme: the art of beauty, Latin sensitivity, and ever-renewing creative creativity. Lamborghinis are technological works of art, and their beauty, like their beautiful design, is

meant to steal your breath away. Each new model upholds the Italian brand's iconic image: passion, sensitivity, and pure feeling combined with innovation and never-ending originality. The bottom right corner represents continuous renewal in the service of extreme driving comfort: everything must be done to make driving, mobility, and transportation more convenient. The automobile and technology are mechanical and electronic manifestations of wants. Unlike a Ferrari, this style of vehicle is characterised by silence. Everything is ultra-controlled, as is typical of German ideals. Others will argue that there is a lack of genuine feeling, without which there is no true luxury. However, except for Porsche, German luxury would be an oxymoron: Germany would flourish at the top of the spectrum, a category it has established and controls.

The top left quadrant is unoccupied, indicating that this is the location for the French notion of luxury, as embodied by the Colbert Committee's brands. According to a manufacturing model based on history and artistry, the product is treasured, proud of its past but cut off from the current public. There are no French automobiles in this area. A trend contradicts French luxury in fashion, accessories, and dining, all of which have dominated the world.

We have discussed only European identities because we will describe only the European market.

2.2. Luxury Automotive Market

Following a basic explanation of the European automobile market, we shall go on to a delineation of the luxury sector. Tracing the borders of the luxury automobile industry is also complicated in terms of the segments that must be covered. We based our volumetric study on Statista's classifications, including those specified here as "luxury automobiles," "sports cars," and "large SUVs," which we shall explain further below. The second paragraph will illustrate the post-pandemic luxury automobile industry while distinguishing between our three car classes. The third and fourth paragraphs discuss the market for luxury classic cars and their resale value, respectively. The explanation begins with a quantitative section, followed by several examples of OEMs, the original equipment manufacturers. The final paragraph presents the limited edition and the Restomod idea. These two notions help to emphasise the importance of client centrality.

2.2.1 Market Overview

We did not just list "luxury automobiles" according to Statista (2020) since we believed it was too limiting, even if the sense remained unchanged. This was because only typical luxury cars were covered. However, the section we need to evaluate is not just about them; the other two

portions are also luxury, if not totally, then at least in part. Suffice it to say that, eliminating the "sports car" class, much of Ferrari, Porsche and all the Lamborghini would not have been included in our research. Likewise, Land Rovers and top-rated models such as the Bentley Bentayga, Porsche Cayenne, Lamborghini Urus, and Mercedes G-Class would have been eliminated if the "Large SUVs" were not included.

As a result of the combined study of these three divisions, our quantitative analysis of the luxury car industry, emphasising Europe, is born. Just bear in mind that, while sports cars fulfil practically all our qualifications, the market of big SUVs still contains specific models (and brands) that have little to do with luxury. Therefore, we will specifically study the changes within this section to provide the most accurate statistics available.

Let us explore how much the vehicle market weighs in Europe, the topic of our study, compared to the rest of the globe, using Statista's analysis and categorisation. Using 2019 as the reference year, the most recent pre-pandemic year, we can observe how Europe weighs in at 430,967 million € per section, compared to a global total of 1,710,450 million €. As a result, we are talking about a Europe that accounts for 25% of the car market revenue.

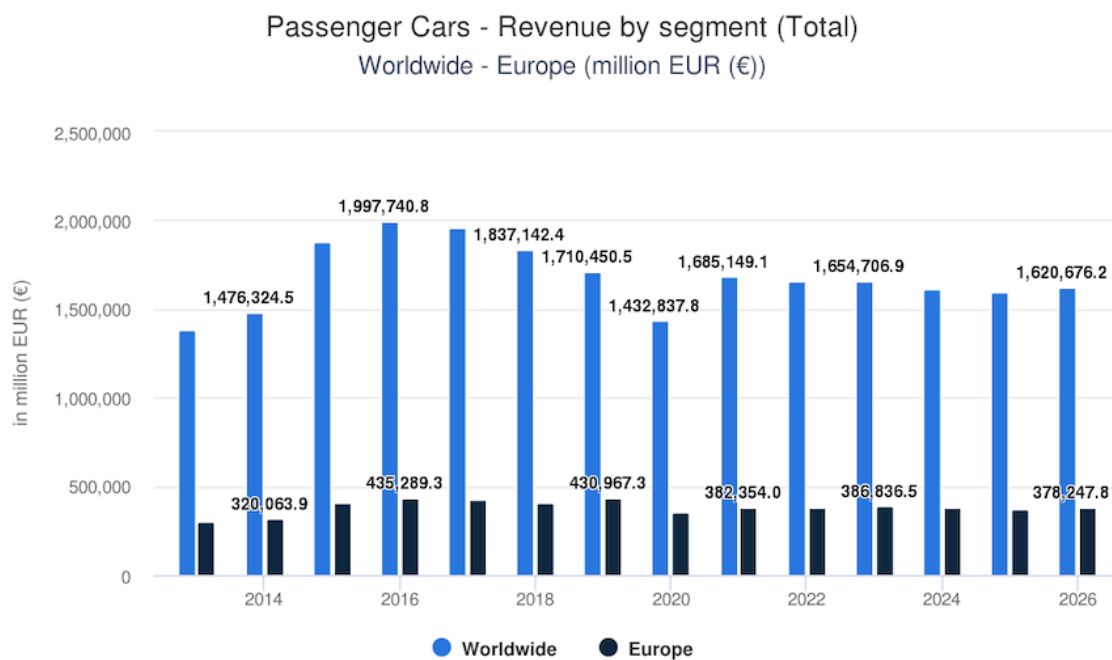


Image 12 - Passenger Cars - Revenue by segment: Worldwide – Europe. Statista (2021)

Using solely European data, we can see how our three categories accounted for 74.553 million € in 2019, compared to total European revenue of 430.967 million, as previously indicated. As a result, we are talking about 17% of the European car market's revenue. The most prominent category of the three is that of huge SUVs, which, as expected, does not always satisfy our requirements. Therefore, the importance to the total may be overestimated in this case. Large

SUVs account for 51.341 million, while sports vehicles account for 16.529 million and luxury automobiles account for 6.682 million.

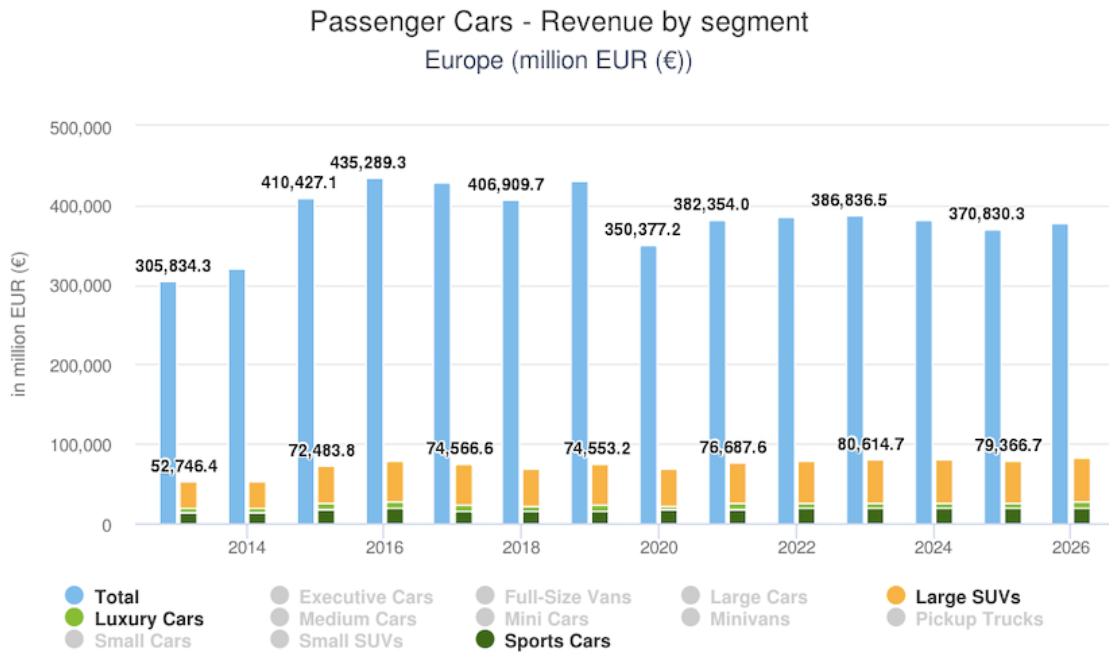


Image 13 - Passenger Cars - Revenue by segment: Categories. Statista (2021)

By selecting only firms that create cars that respect luxury qualities in the research of big SUVs, we may get a more accurate picture of the market's size. So let us observe how the volume changes from €51,341 million to €25,171 million.

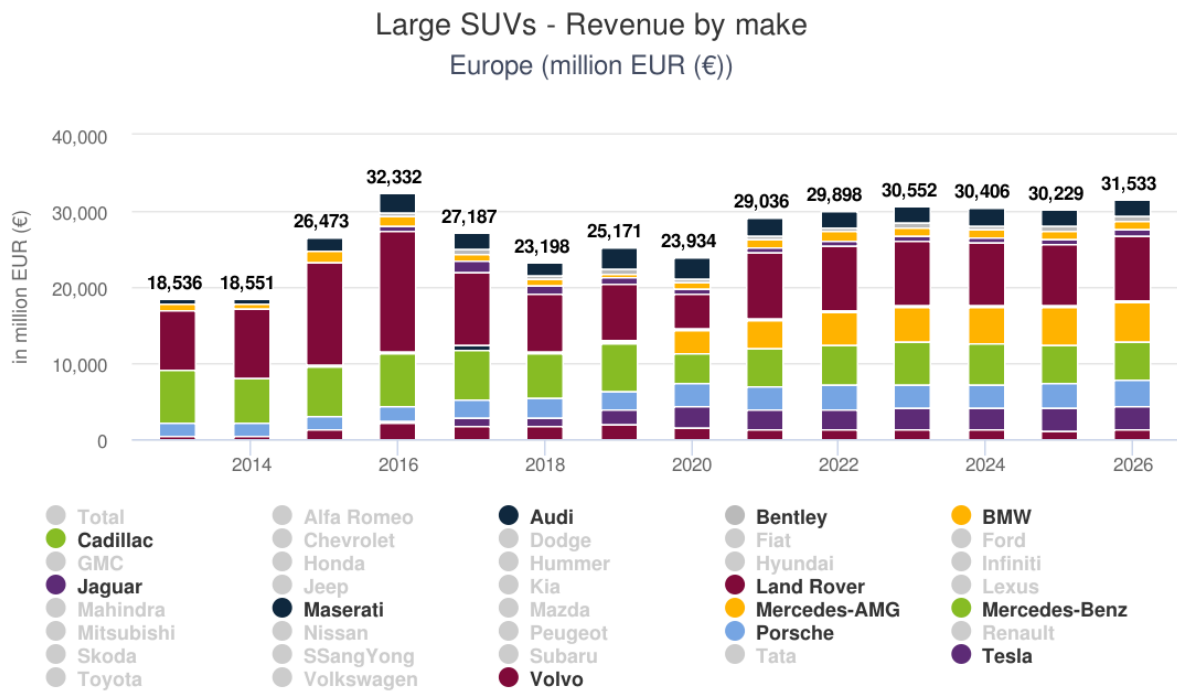


Image 14 - Large SUVs - Revenue by make. Statista (2021)

As a result, we may estimate that the market for luxury automobiles, as we have defined it, generates around 50,000 million Euros in revenue in Europe. However, from now on, all the

mentioned automobile manufacturers will be included in the large SUVs category. Also, those excluded in the previous research will be in due to the impossibility of doing differently. As expected, the last graph provided a sharper and more exact picture of the quantities in question. Let us now proceed to a detailed discussion of our three segments under consideration.

According to Statista (2021), passenger vehicles with an average footprint of roughly 5m², an average mass of around 2200kg, and a passenger/cargo volume greater than 3.4 m³ are included in the Luxury Cars Market category. Furthermore, this market's models are also distinguished by their high price. As a result, many firms create solely for this market.

Examples include Audi A8, BMW 7 Series, Jaguar XJ, Mercedes-Benz S-Class, and Porsche Panamera.

The Sports Vehicles Market sector consists of passenger cars with an average footprint of 4.1m², an average mass of 1565kg, and are typically two-seaters built for rapid reaction, simple manoeuvrability, and high-speed driving. They are distinguished from so-called performance automobiles further by their luxury features and high price. Electric sports vehicles such as the BMW i8, Tesla Model S, and others have sparked a segment-wide electric revival. Examples are Aston Martin DB9, Bugatti Veyron, Chevrolet Camaro, Ferrari FF, Jaguar XK, Maserati GranTurismo, and Porsche 911.

The Large Sport Utility Vehicle Market category comprises large and luxury SUVs, light trucks employed as family vehicles, an average footprint of 4.65m² and a mass of 2185kg. While meant for challenging terrain, SUVs are frequently utilised on city streets and highways. These models include the BMW X7, Land Rover Discovery, Land Rover Range Rover, Volvo XC90, and Bentley Bentayga.

In this circumstance, we used data from 2020, the most recent year accessible. With 1.6 per cent, Europe has the most significant market share of luxury automobiles, followed by the United States at 0.9 per cent and China at 0.5 per cent. The sports vehicle class also has the highest market share in Europe, with 4.9 per cent, compared to 3.3 per cent in the US and 2.1 per cent in China. In terms of huge SUVs, 13.2 per cent in Europe is around half of the 27 per cent in the US and somewhat more than 12 in China, but it is a statistic to be treated with care considering the initial concerns.

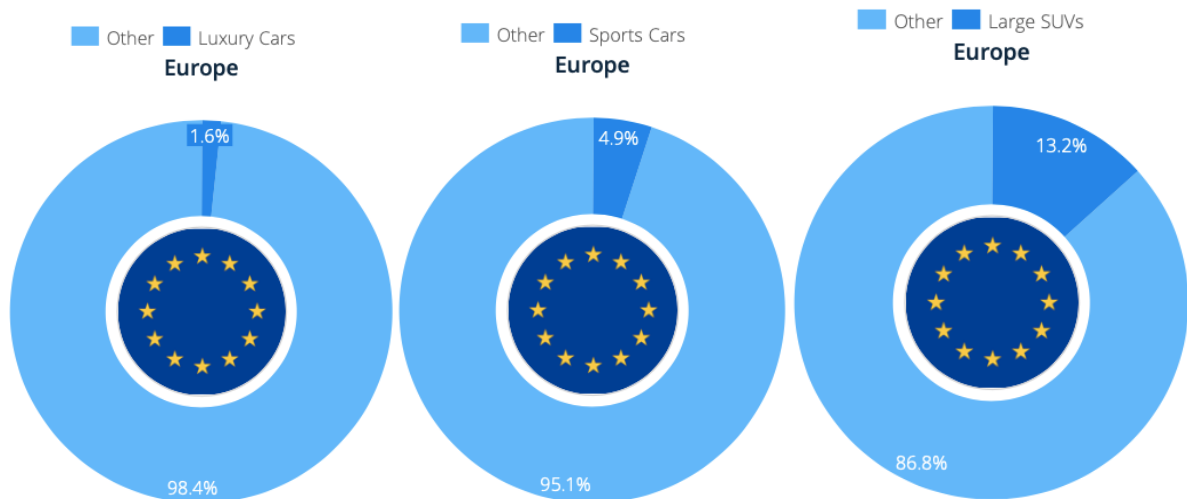


Image 15 - % of our Three Car Segments in Europe. Statista (2021)

We have also moved on to 2020 data since it allows us to examine another critical issue. Unlike the category of small automobiles, which are more "common" machines, the three categories that we analyse have had a significantly smaller per cent decline, with a recovery to pre-covid levels already accomplished (or almost). This again demonstrates how the luxury market follows its path, disregarding the stock market laws and, in this case, suffering far less from the pandemic.

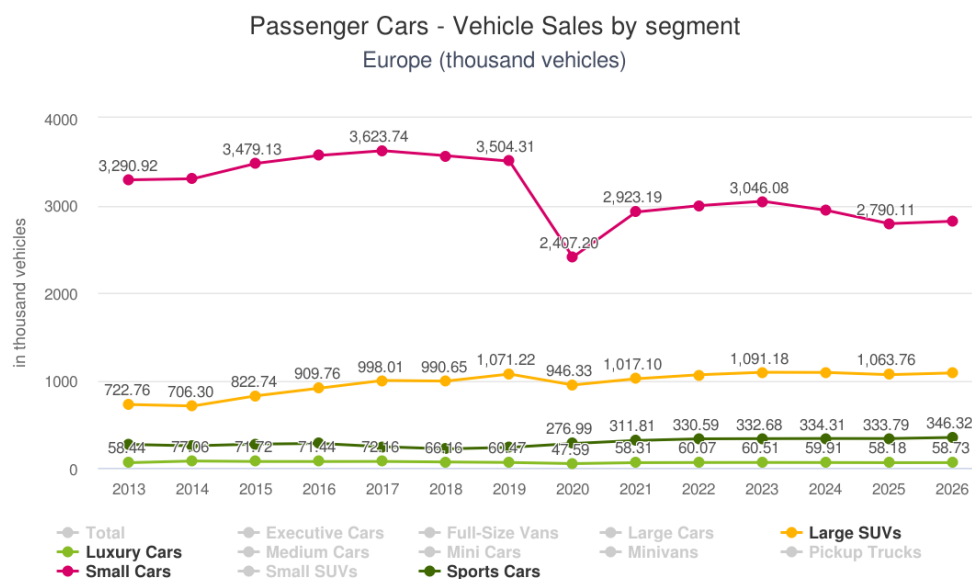


Image 16 - Passenger Cars - Vehicle Sales by segment. Statista (2021)

2.2.2 Post Pandemic Market

According to Del Bello (2021), the epidemic wreaked havoc on the car industry in 2020. However, as many feared, the luxury category proved to be more robust, and numerous firms

could drastically reduce their losses. Instead, the first half of 2021 has been excellent for all segment participants, with some reporting record sales and revenues.

In comparison to 2020 several luxury market companies report positive outcomes in 2021 worldwide:

- Bentley: deliveries volume 7,199 +46.4%, revenues €1,324 Mn +53.9%
- Lamborghini: deliveries volume 4,852 +36.8, revenues €961 Mn +25.6%
- Ferrari: deliveries volume 5,456 +32.2%, revenues €2,046 Mn +36.12%
- Porsche: deliveries volume 153,656 +31.4%, revenues €16,530 Mn +33%

We'd want to focus in more detail on the traits that have allowed the luxury market to remain so strong.

For several years, SUVs have been the most popular vehicle type, with sales increasing in every segment and throughout all major automotive markets. Even low-volume car manufacturers have also responded to this trend in the luxury category. It was more difficult for those with a long tradition with specific vehicle classes and a limited product portfolio. Still, even Aston Martin and soon Ferrari chose to join the trend. Early adopters like Porsche have been at it effectively for years, selling at least twice as many SUVs each year as other models combined.

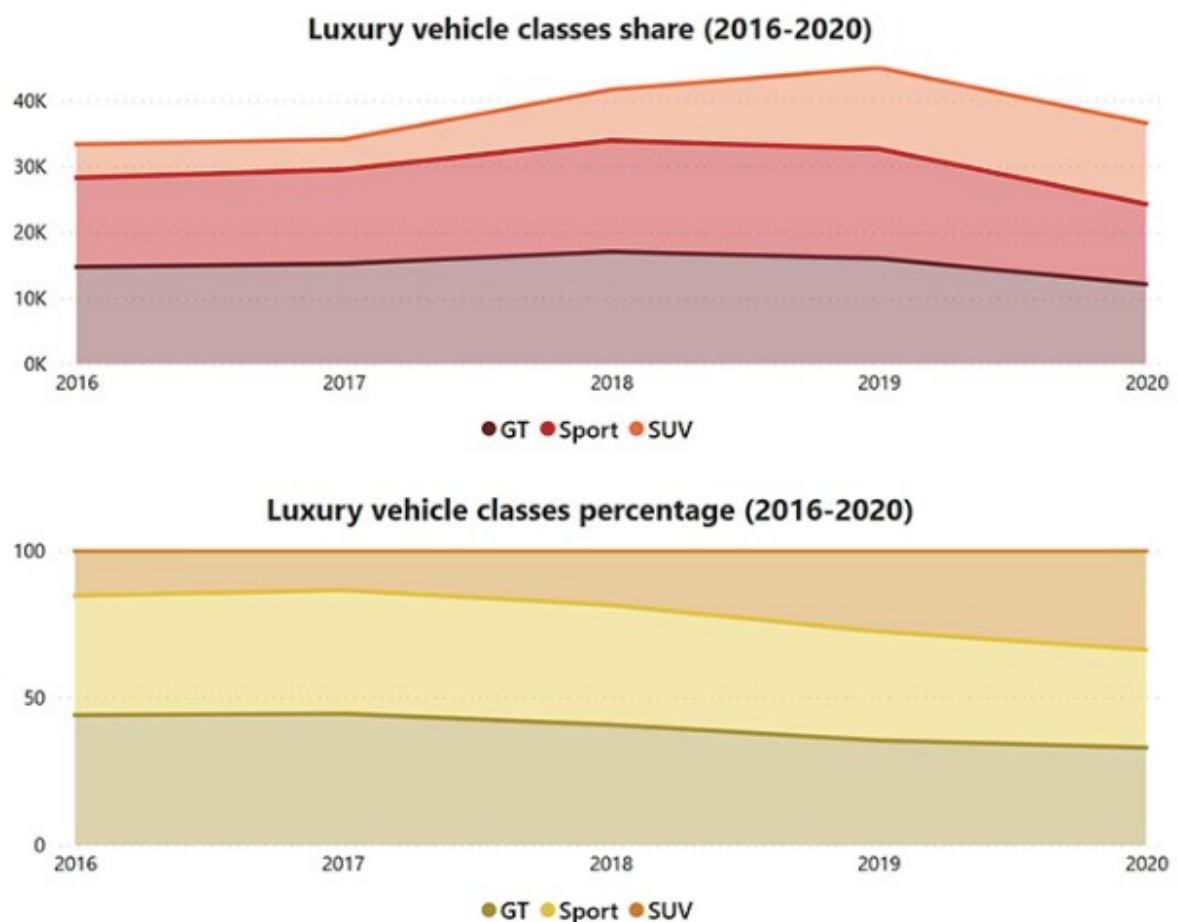


Image 17 - GT, Sport and SUV. Del Bello (2021)

The graph shows the way how SUVs have approached and somewhat exceeded both GTs, classified as a luxury by Statista, and Sports cars in just five years

The two diagrams also illustrate that, in contrast to SUVs, other automobile classes in this sector have been declining since 2018. Although 2021 will undoubtedly be an upgrade over 2020, specific models may take longer to achieve 2019 levels.

Going a little further, the sports vehicles are the ones that have declined the most out of the two categories. Most automakers are adding more practical models to their line-ups to appeal to customers who desire the pleasure of rapid driving and want a car that can be used daily—even the more concentrated one. McLaren, for example, debuted its GT in 2019, and Lamborghini, after the Urus, has stated that its fourth model will likewise be more functional, most likely a four-door GT.

There would also be an essential discussion about fuel, but we would discuss it later.

The luxury vehicle industry has already been on a five-year upward trend. As a result, while the desire for luxury automobiles may have remained stable, some purchasing choices were postponed because of the Covid-19 effect. The wealthy clientele of luxury automobile manufacturers is more likely to have a more resilient professional position and the ability to capitalise on the possibilities offered by the crisis in real estate, finance, and other industries. That is, their consumer base's disposable income has most likely risen more than one time. Even if we merely look at Europe, China significantly influences the luxury automobile industry's resiliency.

It was the first country globally to resume practically regular operation in 2020, and it received an endless number of orders from there.

We may rely on Elliott (2021), comprising numerous comments from CEOs and industry executives, to obtain a sense of the actual outcome of the luxury vehicle market. Bentley CEO Adrian Hallmark stated on a videoconference call with media in March 2021 that sales are up 30 per cent over last year, even though last year was a record. On a videoconference call in March 2021, Bugatti's Stephan Winkelmann was ecstatic, admitting he was "surprised" at how well the French brand had fared throughout the epidemic. During a March 18 reporter roundtable, Porsche AG chief Oliver Blume described Porsche's performance as a "wonderful success" at the end of "an extraordinary year." In 2020, revenue at the brand achieved an all-time high of €28.7 billion, beating the previous year by more than €100 million. The article concludes by stating that although millions of individuals face economic loss due to stimulus payments, the rich have been minting money like never. It's a post-Covid, K-shaped recovery that promotes luxury products such as automobiles. Another relevant topic raised in the same article is technological advancement in the purchase process. Integrations of connectivity

augmented and virtual reality via engines perfectly illustrate what technology can accomplish for automobile marketing, customer service, and data-driven development. The necessity to discover alternatives to the standard approach through dealerships aided in streamlining services and enhancing efficiency while removing redundancy.

Furthermore, because of its more focused and personalised qualities, customer service in luxury automotive provides even more diverse and more straightforward to execute prospects than those of a high-volume carmaker, as we will see. Finally, given the constraints and concerns associated with congested areas and public transit, individuals may have ascribed a newfound value to private automobiles as a psychological result of this time. In this sense, the enhanced experience provided by a luxury car has most likely attained such exceptional significance that individuals who can enter this category have eventually opted not to take it.

2.2.3 Classic Car Market

Classic automobiles are an essential market niche that should not be disregarded when discussing luxury vehicles. Statista, on whom we depend for the first description of this niche, defines them as cars manufactured older than 30 years ago. According to Statista (2021), the value of historic automobiles climbed dramatically following the financial crisis. While historic automobiles have long been objects of admiration for car enthusiasts worldwide, their market became more than a niche sector after 2007, when investors began seeking attractive investment options.

Classic vehicle prices climbed fast between 2007 and 2015. While prices may be impacted by various variables such as model availability or stock market movements, the growth is more modest today than before 2015. Thanks to a typically consistent favourable price growth, a historic automobile purchase can be motivated by emotions and financial considerations. The most important markets for antique automobiles are the United States, Germany, the United Kingdom, and Italy, which have historically influential automotive sectors. Only European nations will be discussed.

The overall trend reveals that local car manufacturers are often the most popular on a country level, and historic car aficionados are often drawn to automobiles from their nations.

The COVID-19 epidemic had just a modest impact on the historic automobile market. According to Hagerty, the market immediately rebounded when the epidemic struck in April 2020, which we shall entrust later, with even better returns at auctions in the summer of 2020. Collectors, investors, hobbyists, and necessity drivers are the four classic automobile owners, with the latter not included in the market as described above. Collectors typically have a collection of historic automobiles spanning decades and manufacturers. Many investors were

looking for profitable investment options after the financial crisis and the sizeable drop-in interest rates. Many of them acquired historic automobiles in the hopes of making a profit.

Since then, classic automobile values have grown in general. Naturally, conditions and location significantly impact a car's worth, so investing in antique automobiles requires thorough market awareness. Car aficionados frequently purchase old vehicles with an emotional attachment, such as popular models during their childhood.

Because of the high restoration cost, a car's price and potential profit are also heavily influenced by its condition. The following are examples of classic automobile conditions:

- Grade A: Mint condition; no flaws, damage, or evidence of use; technically and artistically immaculate; fully repaired and "as good as new; typical collector's goods
- Grade B: Signs of wear that indicate condition; no significant technical or aesthetic flaws; no rust; no repair is required; suitable for regular driving.
- Grade C: Restoration with considerable technical and aesthetically essential changes; It is not drivable.

The money earned from selling historic automobiles is used to estimate market sizes. According to Statista, the market for landmark automobiles was worth 30.9 billion dollars, or around 27.3 billion euros.

In 2020, the United States will account for a little less than half of the worldwide market. Given that Asians and Latin Americans are increasing in this industry, albeit at a small scale, for the time being, we might conclude that the market is worth more than 10 billion euros. This is to provide an estimate without delving too far into quantitative data.

For the time being, the most expensive antique automobile sold at auction was a Ferrari 250 GTO 1962, which sold for over 43 million euros in 2018 and was just auctioned for 54 million. However, the prices are generally lower, even for uncommon and essential works. According to Shaw (2021), we can connect the antique vehicle industry to our earlier discussion of generational changeover. Millennials are at an age where they can purchase collector automobiles, and they, like earlier generations, are interested in the vehicles of their youth in the 1980s and 1990s. Millennials and Gen-Xers show a renewed interest in older models long past depreciation curves. The cycle parallels enthusiasm in the spectacular fins of the 1950s, which peaked when Baby Boomers reached middle age in the 1980s. However, there are more niches now. Interest in historic off-road vehicles is increasing in pace with the popularity of current SUVs, and there is greater emphasis than ever on old cars for sale online, as younger Zoomers play an outsized part in the old car social media scene.

2.2.4 Resale Value

Following Del Bello (2021), resale value is an essential issue in the luxury vehicle market since it affects several stakeholders and has a long-term influence on the firm. Scarcity and exclusivity are undoubtedly the most crucial parts of any strategy in this market, and each firm employs them to varying degrees. This provides a good balance of supply and demand, at least in this business. The goal of manufacturing here is not to meet demand. However, producing more than the market can provide. While overproduction is terrible in any industry, it is awful in the luxury vehicle industry. Oversupply can have a detrimental influence on resale value, frightening away potential clients and collectors who acquire these automobiles as investments and, as a result, diluting the brand value. However, the supply to demand ratio is not the sole factor influencing automotive depreciation. Other factors include mileage, production year, difficulty determining specific variables, perceived brand value, and market category. However, the supply to demand ratio is not the sole factor influencing automotive depreciation. Other factors include mileage, production year, difficulty determining specific variables, perceived brand value, and market category.

A frequent strategy used to boost automotive desirability is providing spaces for limited series solely to top clientele who already collect the brand's cars. Ferrari employs this method for several of its production vehicles as well. They will not sell specific vehicles to customers who are more inclined to sell them fast or have demonstrated a lack of loyalty to the brand. Finally, they have a specialised used programme in which they purchase back automobiles from dealers and resell them once they have been repaired and restored to perfection (if necessary). This is an excellent method for selling old cars at a higher price than other platforms, owing to the OEM's certification and controlling supply. Limiting the availability of used automobiles on the market on purpose is a 'manipulation' that can assist push up their value.

Following Hagerty Insider (2021), we can see an exciting trend: there are several indicators that automobile enthusiasts and collectors alike are increasingly looking for less-than-perfect examples of specific vehicles. As per Hagerty Price Guide statistics, prices for automobiles in qualities #3 and #4, "good" and "fair," are growing faster than prices for cars in conditions #1 and #2, "Concours", and "outstanding."

Porsche 911 Value Changes, by Condition

Conventional wisdom holds that classic cars in better condition are more likely to hold their value or appreciate. Using the 911 as an example, we see that's not always the case.

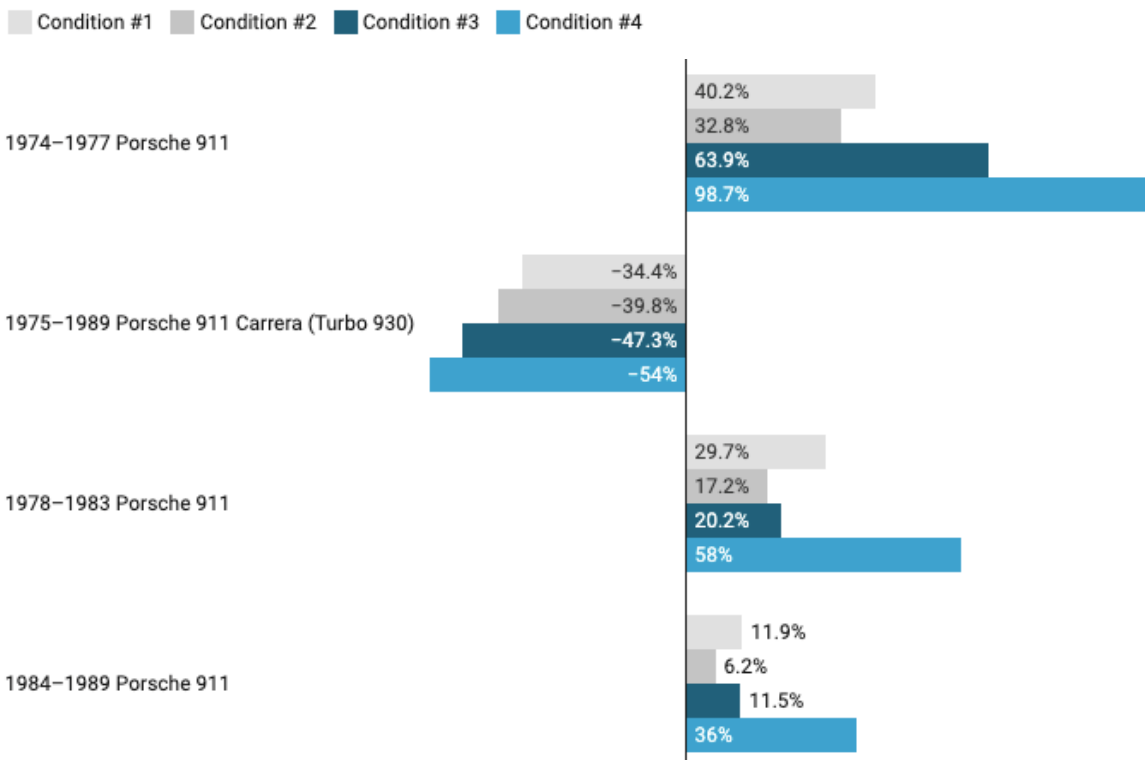


Image 18 - % track 2016-2021 changes in Hagerty Price Guide values. Hagerty (2021)

For many of these owners, possessing a car that appears to have been used may be as significant as driving itself. "It's an unspoken badge of honour projecting to the world that this car has been appreciated in the manner that the engineers intended," says Michael Harley, Editorial Director at CarExpert.com and writer of *One More Than 10: Singer and the Porsche 911*. It's also interesting that the tendency we're discussing does not apply to all classics. Condition #1 and #2 historic Ferraris, for example, are appreciating faster than condition #3 or #4.

Another fascinating truth in this regard is based on "The Last of Their Kind.". As per Hagerty Insider (2021), in the collector automobile market, "the last of its type" carries many cachets, and cachet typically translates to money. Besides emotion, there is some rationality here: Consider that the most evolved version of an automobile is usually the final one. All the bugs have been sorted out. It is generally the fastest. Cars near the end of their production run may not sell as well as they did when the design was newer, making them rarer. Some of these end-of-life vehicles also lack a direct successor or were followed by cars that failed to meet expectations. An air-cooled, flat engine's unique appearance and sound became crucial Porsche DNA from the first 356s that rolled out of an Austrian sawmill in the 1940s. Therefore the 993 (1994-98) version of the 911 is essential to Porsche fans: it's the last air-cooled Porsches.

The 993, introduced in 1994, was a deliberate upgrade on the 964 (1990–94) that it succeeded. Porsche changed the engine's bottom end and exhaust, increased the size of the front brakes, upgraded the optional Carrera 4 all-wheel-drive system, and increased the 993's torsional rigidity by 20% over the 964. It was less expensive than the car it replaced, which was unusual for Porsche. As the millennium neared, however, increasingly more strict emissions regulations meant its air-cooled time was up, and Porsche's signature sports car was set for a complete rebuild. Porsche manufactured 410,348 air-cooled 911s. The Porsche 996 arrived in 1999, and it was the most significant overhaul in both appearance and design for Porsche's iconic sports vehicle. From that point forward, the 911 was a water-cooled vehicle. The softer contours and "fried egg" headlights were not well received. Neither did the fact that the 996 looked remarkably identical to the entry-level Boxster from the A-pillar forward. Porsche purists, who are notoriously hesitant to embrace change, lamented the loss of the air-cooled six. The 993 combines traditional 911 styling, heritage, and sound with (relatively) contemporary technology and amenities. Porsche will never manufacture another air-cooled production car, so it's a remarkable model as a bookend to something so fundamental to the Porsche legacy, and its price reflects this.

2.2.5 Limited Edition and Restomod

Del Bello (2021) highlights that the commemoration of automotive legacy through special limited-edition vehicles has become an essential component of the strategic approach for various firms in the premium performance market category, to varying degrees of success. Both because it boosts brand equity and because it is the one feature that cannot be copied in any manner by any of the countless new companies entering the industry, aided by electric technology that has drastically reduced some entry barriers. Several instances can be found in almost every competing organisation that can 'afford' such a strategy.

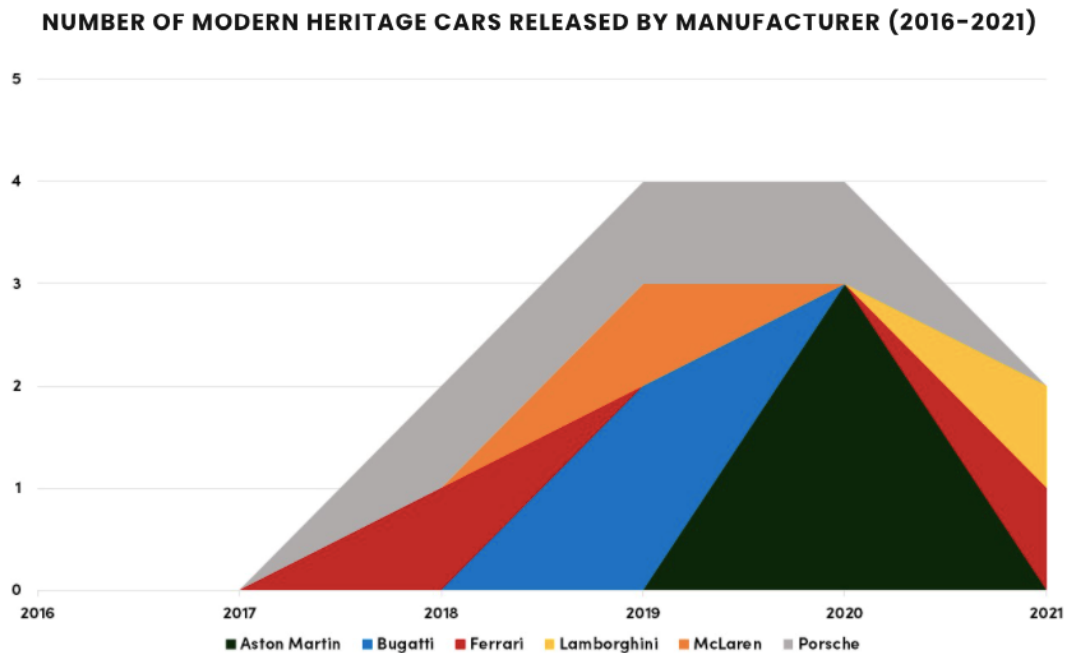


Image 19 - Number of Modern Heritage Cars Released by Manufacturer (2016-2021). Del Bello (2021)

However, there has been an increase in such cars released in the previous five years. This is about developing the brand and providing a unique client experience.

Bugatti revealed two new models in 2019 following the limited production of the Divo. Modern automobiles draw directly on the company's extensive heritage. The one-off La Voiture Noire, inspired by the narrative of the lost Bugatti Atlantic, and the Bugatti Centodieci, is based on the EB110 and limited to only ten pieces.

Even Lamborghini's 'Future Shapers' permitted themselves to reflect on the famous Countach with a limited edition of 112 refurbished and updated replicas of the 1980s classic.

Porsche has the Project Gold one-off 993 for the 2018 Classic. This was followed by the Heritage Design Strategy initiative, which resulted in the 911 Speedster and 911 Targa 4S Heritage Design Editions in 2019 and 2020. Although automobiles are not entirely new, they have distinct characteristics and choices. There will be 1,948 Speedsters and 992 Targa 4S in these limited runs, with a total of 1,948 Speedsters and 992 Targa 4S.

The growing number of these models directly inspired by the company's history indicates an increasing interest in uncommon and highly customisable automobiles and a desire to experience a feeling of belonging to a brand. Furthermore, they provide several benefits to producers.

For starters, they are a vital resource for OEMs since they provide an opportunity to differentiate themselves from any new competition and an excellent resource to reinforce brand identity and develop new initiatives. Second, margins will inevitably be substantially greater.

These limited editions often sell for between €1 and €2 million. Clients are engaged early in the process, and the automobiles are usually entirely sold out by the time the reveal takes place. Manufacturers can design these quantities to ensure that the car sells out.

But how to gain access to a limited-edition car? According to James Edition (2019), most automobiles are sold before delivery during the build slots stage. You must be on the manufacturer's VIP list, and the method for obtaining this list is not fully clear. They asked an industry expert what a private buyer who wishes to own an Aston Martin Valkyrie, McLaren Senna, or Ferrari LaFerrari should do to avoid traps and sharks in the approach.

It is not the case with all companies, but Ferrari, which selects VIP clientele for their limited-edition automobiles, frequently does not furnish the client with the name, picture, or even the price of the car. Other producers, like Aston Martin, collaborating with Red Bull Technologies on the Aston Martin Valkyrie, have sold all the Valkyries to VIPs as part of an ongoing development project, which means the design is still in retail development price is not set.

Before all these automobiles are completed, the VIP buyer must agree to a deposit and stage payments before the car's construction can start. When they sell on a build slot, the buyer agrees to the manufacturer's rules, repays the owner for build slot allocation payments paid to the manufacturer, and promises to pay a portion or all the premium upon signing over the build schedules.

However, it may be quite profitable if a buyer can avoid the dangers and sharks.

According to Morichini (2021), Restomod is the Anglo-Saxon name for repairing vintage automobiles. When executed with plenty and competence, the operation generates models of unique appeal since the mechanical artisans integrate existing solutions to the enticing shapes of the past to enhance the driving experience much safer, more dependable, and faster than the beginning.

As per Del Bello (2021), the Restomod concept in automotive is nothing new. Still, it has gained steam in recent years as critical technologies evolve with digitalisation and electrification. It is essential to strengthen it since it involves a powerful customer interaction component, like limited editions.

Along with bringing classic vehicles back with increased performance, safety, and comfort, the overall goal is to provide a one-of-a-kind client experience.

Naturally, these cars are manufactured in minimal quantities, and there will rarely be two identical to each other. Personalisation is a prominent element for most of these professionals, which, as previously noted, is critical in the luxury vehicle sector today. The hunt for unique items by a specific target range of consumers is undoubtedly one of the explanations behind the restomod's recent success. Pricing often reflects the amount of manual labour necessary, the

level of personalisation, development expenses, unavailability, and so on. This implies that the price of one of these repaired automobiles might range from \$150,000 to well over \$1.5 million. Design concepts tend to return after some generations in any business since history is cyclical. Today's car industry is powered by technological advancement, with EV features being described by the "form follows function" philosophy. This translates into external and interior design considerations influenced by bulky power packs and the necessity for low drag coefficients. As a result, there has been a substantial shift in the design language of certain auto manufacturers, both for this reason and in the pursuit of a more modern interpretation.

However, as is sometimes the case, with all this rapid shift comes an opposite push, which does not imply moving backwards but ahead according to precise rules. The electric transition has inspired interest in the notion of incorporating cutting-edge technology into recognisable designs. To examine how traditional lines might convert into a modern language. Or to prevent a total brave step into "the dark" for both the firm and its clients by clinging to something recognisable. In this scenario, the Restomod phenomenon comes into play. And the current transition might be one of the key reasons for its unexpected appeal—the desire to remember and maintain what has been accomplished thus far.

This element is closely related to the current luxury models such as Ferrari and Lamborghini. They, too, pay modern homage to their greatest triumphs with goods such as the Icona Series and the new Countach.

Second, as previously said, scarcity and uniqueness are significant drivers in the current luxury sector, and the value proposition of these automobiles indeed meets both needs. Finally, social media and the internet gave an enormously adequate basis for these little specialised workshops to sell their goods globally. Such publicity has undoubtedly been critical in reaching a target market of fans prepared to pay a hefty premium for such a one-of-a-kind car.

James Edition (2021) stated that Project M Ferrari 308 Restomod by Automobili Maggiore is among the most unusual restomods ever manufactured. This project was powered by a love of vehicles, a desire to put driver preferences at the centre of the driving experience, and a means of paying homage to an iconic artefact from the past. The project focuses on three main areas: design, technology, and tradition, which the coachbuilder interprets as a celebration of the Ferrari 308's cultural contribution to the automobile industry. Another factor influencing the design process was reintroducing the driver to the spotlight.

The coachbuilder envisioned a genuinely multimodal experience. The pursuit of the most power or the most significant number of revolutions is less essential than the sheer joy of a driving experience that causes the driver to get out of the car with a grin on his face.



Image 20 - Project M Ferrari 308 Restomod by Automobili Maggiore. James Edition (2021)

To conclude, as stated by Del Bello (2021), with the rising relevance of a customer-centric luxury, it appears likely that some design decisions will continue to be highly impacted by customer preferences in the future. However, if this is the trend, there is still concern about a potential lack of flexibility, which has previously allowed specific famous models that defined their age to see the light. Furthermore, by becoming overly reliant on generational aesthetic trends, the risk is that new models may lose the transcendence that defined some automobiles from the past that we will always appreciate.

We will deepen this subject in the following chapter.

2.3 Luxury Automotive Trends

The term “the future is now” has never been more appropriate than this situation. The preceding summary has already highlighted some of the present tendencies, which have been hastened in some manner by the advent of Covid. In this last session, we will look at sustainability through the lens of electric luxury vehicles. In addition to reporting on the activities of the sector's leading participants, we will briefly mention the new category of eFuels. The innovation for the future of luxury automotive related to customer-centricity will be explained further.

2.3.1 Sustainability and Electric

According to Del Bello (2021), sustainability is a heated topic in every business and is tackled in various ways. It is the element that has caused the most change in the automobile industry

from its very start. However, sustainable development is a different issue for low-volume producers. Because of the restricted manufacturers and suppliers' volumes, and even the lower usage of the vehicles sold, their total emissions are different from large car manufacturers like VW or Toyota.

However, every industry is currently working toward at least partial electrification. This is also true for luxury car manufacturers. Even if they can entirely leave ICE immediately, they are progressively making efforts.

Every maker's sustainability plan has two principles: circular economy and recycling across the value chain. From Aston Martin to Bentley, Ferrari, Lamborghini, McLaren, and Porsche have improved their sustainable goals, focusing on water, battery recovery, and carbon fibre recycling. Internal best practices for energy-saving and recycling are encouraged across the supply chain. The administration and supervision of the supply chain, which must comply with the firm's rules and laws, is a substantial endeavour for OEMs. Together with excellence, producers must demonstrate ethics, fair raw material sources, and adherence to environmental, health, and safety standards.

As we will see in the next paragraph, new technologies, fortunately, help in this regard.

At this critical juncture in the automobile industry's evolution, luxury OEMs are moving at varying speeds toward vehicle electrification, autonomous driving, more excellent connectivity, and increasingly advanced ADAS.

To deepen our discussion about this issue, we will examine another explanation of Del Bello (2021).

However, there are significant disparities in how the various manufacturers handle all these developmental areas. It can change the industry in the long term and has already begun to do so. Electric cars are older than those powered by internal combustion engines.

Currently, despite a few moderately successful attempts that finally failed, Tesla has successfully established the electric vehicle internationally, powered by innovation and increased environmental limitations on ICEs. From there, other competitors, both new and old, started in chase of the American corporation, which continued to develop in popularity and appeal, particularly among younger generations.

The fundamental causes for the disparities in product development advancement in terms of cost, breadth, and overall market positioning are cultural, and there have been three different methods thus far.

The first is a rapid or direct entry into the EV market, switching from a combustion engine to an electric one.

The second method is to take things slowly. That includes firms that, due to the EV market strategy, were unable to switch to electrified models immediately once for various reasons, therefore first launched hybrids and then moved (or are moving) to EVs.

Finally, some businesses are taking a more careful approach. This usually indicates they'll go straight to electrification, although no timeline has been set.

Two more characteristics have been found due to these three diverse ways of entering the EV market.

The first one is the age of each organisation. They are classified into three subgroups: start-ups, which we will discuss later, for businesses that were founded less than ten years ago, young for companies that are between ten and thirty years old and established for businesses that have been in operation for thirty years or more.

The EV model segment is the second variable, and it indicates the class the carmaker picked for its first electric vehicle, either GT, SUV, or Sportscar.

	EV market Entry	Company's age	EV Model segment
Aston Martin	Gradual	Established	GT
Audi	Gradual	Established	SUV
Automobili Pininfarina	Fast	Start-up	Sports
Bentley	Gradual	Established	GT
BMW	Gradual	Established	SUV
Bugatti	Slow	Established	Sports
Estrema	Fast	Start-up	Sports
Ferrari	Gradual	Established	
Koenigsegg	Gradual	Young	
Lamborghini	Gradual	Established	GT
Lotus	Fast	Established	Sports
Maserati	Gradual	Established	GT
McLaren	Gradual	Young	
Mercedes	Gradual	Established	SUV
Nio	Fast	Start-up	Sports
Pagani	Slow	Young	Sports
Porsche	Gradual	Established	GT
Rimac	Fast	Young	Sports
Rolls-Royce	Slow	Established	GT
Tesla	Fast	Young	GT

Table 21 - Brand Determinants regarding entry, age, and model. Del Bello (2021)

A few intriguing market patterns may be seen in the table. To begin with, significant automakers always take a moderate or slow approach to enter the EV market. This is a relatively simple task. These businesses have been honing their key competencies for years, some dating back to the birth of the sector more than a century ago. This implies they'll have to progressively shift their buildings, expenditures, skills, and personnel, and they also have a heritage to protect.

The choice of a vehicle class is the second pattern seen. With a gradual approach, all established manufacturers join the sector with a GT car or an SUV. That's most strongly due to customers' expectations and the value proposition of automobiles. GTs and SUVs are designed for comfort on long trips, thrilling, when necessary, yet enjoyable to drive and be in.

Start-ups that have entered the EV industry directly in the past have done so through high-end hypercar. Without the "constraints" of a substantial existing client base, these enterprises can recreate the item and possibly disrupt the industry. They don't have to cater to anyone's expectations, and as a result, they can focus on the next critical step that will allow them to establish themselves as significant players.

Similarly, to what happens with EVs, older and emerging firms are likely to approach various areas of creating new vehicles differently.

Start-ups are more likely to join technology firms than manufacturers. On the other hand, established brands often handle these changes through gradual enhancements and deployments.

The corporate structures themselves are likely to be less suitable or lacking in skill for the newest tech development, which is typically one of the strengths of EV start-ups.

Specific research areas include higher levels of driverless cars, continuous OTA upgrades, enhanced tech devices, a better ecosystem with customised solutions for owners to strengthen customer retention, AR and VR, improved features, and bespoke services developed through sensors and camera mechanisms.

The sector is evolving quicker than ever, and so are clients' tastes. New generations are becoming more interested in electric mobility and its incomparable performance potential. They are, however, more ready to share with others and are more concerned with quality experiences than simply owning a car.

This circumstance poses unique challenges to both novice and experienced players. On the one side, long-standing firms may leverage their knowledge to provide a more detailed and personalised service, in addition to a valuable brand name. On the other hand, rookies have the option to explore new and creative ways pretty much from the start, embracing alternatives that structured firms that are less nimble and have more onerous procedures may not have. In this situation, not bearing the constraint of a long tradition and exacting client base requirements might also benefit.

Fortunately, focusing on the driving experience plays more into some makers' decades of strengths and knowledge. In contrast, digitalisation, autonomous driving, and electrification are great equalisers, lowering the entry barriers for the slew of new start-ups entering the industry day after day.

Finally, there is the continual development of synthetic fuels regarding ICEs and ecology. A clean source that might not only increase the life of 'conventional' automobiles, which is a hot subject among sports cars, but also contribute significantly to CO2 reduction through manufacturing sites that capture it.

Del Bello (2021) said electricity is one option, but it isn't the only one. While a substantial portion of the company's efforts is going into electrification and software development, Porsche's R&D Member of the Executive Board Michael Steiner stated in a recent news release that the company would not abandon the development of internal combustion engines (ICEs). eFuel, unlike ordinary gasoline, is made from a mixture of CO2 collected from the atmosphere and hydrogen. Since the latter is produced using renewable energy, eFuel may be carbon neutral.

Synthetic fuels are still in their early stages of research. Turning renewable sources of energy into fuels may be done in various ways. However, none of these processes has reached their full potential yet.

This technology opens a wide range of possibilities, some of which look hopeful, even though it is still in its early stages. Undoubtedly, a hybrid of the two would provide manufacturers with significant flexibility and a larger playing field for competitors.

eFuels are the greatest hope for ICE fans and users in the luxury performance class. Conserving the propulsion system for the coming years would allow conventional manufacturers to preserve engine noise while avoiding unnecessary vehicle weight, preserving the driving experience and, consequently, the industry niche's status quo.

3 Customer Journey

3.1 Framework and Evolution

Since the beginning of this report, we've been discussing the notion of the customer journey, and now it's time to define it. This part begins with reviewing the literature and presents the increasingly important concept of customer-centricity. We will explain four primary characteristics of consumer fixation and how they may be exploited to obtain a competitive advantage, according to KPMG. Starting with some theoretical elaborations, we introduce the shift in thinking from a product-centric to a customer-centric perspective.

The second paragraph will present KPMG's six pillars of experience excellence, starting with a literature background and reinforced by a summary table.

We will move on to the idea of the customer journey after this initial introduction part.

3.1.1 From Product-Centric to Customer-Centric

“If you make customers unhappy in the physical world, they might each tell six friends. If you make customers unhappy on the internet, they can each tell 6,000 friends.”

Jeff Bezos

Customer centricity is not a new topic. Drucker (1954) noted more than 50 years ago that the consumer defines what a firm is, what it produces, and whether it will flourish. Levitt (1960) advocated those enterprises should meet consumer needs rather than sell items. Nonetheless, the corporate sector has only recently recognised the value of customer-centricity. Companies have traditionally been product centric. According to Buzzell and Gale (1987), Economies of scale and scope were critical since earnings were essentially a reflection of market share.

In summary, manufacturing efficiency was given top emphasis. The information technology (IT) boom from the latter half of the twentieth century led to astonishing advances in gathering, saving, analysing, and sending massive amounts of data. Firms recognised this as an excellent investment opportunity in IT for customer relationship management. CRM became a keyword, and businesses began investing vast amounts of money in CRM software applications, database marketing activities, and IT infrastructure to support innovation marketing. The chance to have a continuous discussion across all client touchpoints, with the individualised treatment of the most valued customers, drove these firms. In practice, most businesses lacked the necessary customer-centricity to achieve these benefits. As per Galbraith (2005), despite considerable press attention of companies professing their dedication to customer orientation, reality

frequently paints a different impression. Directors appear to be operating product-centric businesses with a scattering of consumer emphasis around the margins.

Things are different and progress in this regard, but there is still a long journey to go.

Various management tools have been provided to assist in the transition to customer-centricity. Buyer (or customer) personas are the first resource. According to Kusnitz (2014), A persona is a semi-fictional portrayal of your ideal consumer sales forecasts and facts about current customers. Personas have generally been utilised in user-centred design, as per Pruitt and Adlin (2006). Still, according to Herskovitz and Crystal (2010), they are increasingly being employed in brand management and customer user experience. They concentrate on one client segment at a time, finding significant features of that segment's typical consumer demands and experiences.

Another technique is Christensen and colleagues' "jobs-to-be-done" approach (2005;2007). Christensen's method focuses on investigating and comprehending the conditions that develop in consumers' lives that may cause them to acquire a product, thereby viewing the process from the customer's point of view. The existing literature, taken together, demonstrates how customer-centricity has prepared the path for a greater emphasis on the customer experience.

According to KPMG (2019), the customer's goals, relationships, expectations, time, and purchasing power are all shifting. Life occurrences are becoming less foreseeable than in the past. Companies that fail to notice these transformations and formulate plans depending on the prevailing circumstances and lifestyles of the people they serve will strive to stay relevant in today's environment—winning the war for an ever-changing consumer demands deep, comprehensive understanding; a desire to develop differentiated, individualised, and – importantly – conscious user experiences; and, essential, the capacity to execute these experiences across the customer's life cycle throughout the business.

All levels of a business must be preoccupied with the client. An obsession is a persistent concept or thought that enters the mind. The consumer is constantly at the forefront of successful firms' minds. Their *raison d'être*, drive, and ongoing mission serve clients by addressing their issues and satisfying their evolving demands.

Customer-obsessed firms have three distinguishing and strategically beneficial characteristics:

- They prioritise the consumer.
- They are motivated by insight.
- They use client foresight to predict their customers' demands.

The passion of leading organisations with long-term client connections creates a customer-focused attitude that pervades strategic planning and way of handling.

KPMG has identified four significant consumer variables fixation and how they may be used to gain a competitive advantage.

a) The Power of Purpose:

Purpose extends above business strategy to include the firm's principles, culture, and attitude. It's the foundation of authenticity and the framework that keeps the brand alive across the client experience. Purpose acts as a fantastic connection, unifying, coordinating, and bringing all consumer touchpoints together. Business and society effects should now be considered in tandem. According to a KPMG International study, both millennials and baby boomers value meaning progressively. This emerging generation appreciates purpose-driven companies by preferring them over less purpose-driven competitors, paying a higher price for a product and services, and returning as loyal consumers time and above.

Purpose-driven organisations are characterised by:

- Led from the top
- Openness
- Participation

b) Products, Services and Propositions:

Time to market is now a vital success element for modern top companies in a world where a competitive edge could be duplicated in weeks instead of years. The first-mover advantage is frequently the only way to guarantee performance.

Time is becoming more widely regarded as a competitive advantage. In this era of 'time-based competitiveness,' the ability to satisfy consumer expectations for ever-shorter delivery times, as well as the capacity to coordinate supply to match need peaks and troughs, is crucial.

Companies that have linked front and back-office functions along a digital spine are more likely to succeed:

- Rapid delivery systems
- Bi-directional supply chains
- An extended eco-system of suppliers
- Big data analytics and planning

c) Customer Interaction Management:

Customers are fully aware that businesses now have many client data at their hands. Consumers are increasingly expecting enterprises to use the information they gather to serve themselves. Through smooth data utilisation and sharing throughout a company, these may create tailored, specific content, effectively forecast and meet demands, and save a customer

time and energy in all encounters. The key to providing better expertise in the field is to use more data.

By providing accurate consumer information, individualised customer experiences, and overall brand value, the following seven applications, or use cases, have the most significant influence:

- Proactive Customer Service
- Real-Time Marketing Propositions and Offers
- Pricing Optimization
- Scheduling and Resourcing
- Precision and Churn Management
- Real-Time Product Recommendations
- Predicting Customer Needs

d) Customer Oriented Business Model

The confluence of cloud, digital, social, cognitive, big data/analytics, and IoT creates a platform for several significant changes, including a transition from conventional product-centric to customer-value-centric business strategies. Value is typically developed in today's digital market by cultivating strong customer connections. Firms must break down architectural silos and collaborate cross-functionally, connect customer demands with organisational design, and assure speedy and error-free execution. Companies are being forced to reconsider their business strategies and think increasingly holistically because of this. High-performing companies are tying themselves together by investing heavily in eight skills:

- Insight-driven strategies and actions
- Innovative products and services
- Experience-centricity by design
- Seamless interactions and commerce
- Responsive operations and supply chain
- Aligned and empowered workforce
- Digitally-enabled technologically architecture
- Integrated partner and alliance ecosystem

To summarise, while avoiding unnecessary technology debate, connected enterprises focus every process, function, and interaction of their organisation on a single objective, utilising the power and potential of consumers to fuel profitable and sustainable development.

3.1.2 Customer Experience

Despite its fledgling status, the literature has several definitions of customer experience.

Schmitt (1999) outlines five categories of experiences: sensory, affective, cognitive, physical, and social-identity experiences, all of which adopt a multidimensional approach.

Verhoef et al. (2009) describe customer experience in retailing as a multi-dimensional concept that includes the consumer's cognitive, affective, emotional, social, and physical reactions to the store.

According to Grewal, Levy, and Kumar (2009), customer experiences can be classified according to the retail mix in a retail setting (i.e., price experience, promotion experience).

Customer experience, according to De Keyser et al. (2015), is made up of cognitive, emotional, physical, sensory, spiritual, and social factors.

According to Lemon and Verhoef (2016), we may generally categorise the study issues into three research categories based on decades of research: (1) Process, behaviour, and resulting valuation study: earlier start purchases behaviour process models, CRM, and customer engagement; (2) method results research: satisfaction, service quality, and relationship marketing; and (3) customer-centricity studies focus on internal organisational aspects of customer experience.

The approaches to the Customer Experience are included in the table below, in chronological sequence, along with the contributions that have contributed to formulating a unified theory. Without going into too much detail, we'll get right to the practical aspect after showing some.

Historical Perspective: Contributions to Customer Experience

Time Frame	Topic Area	Representative Articles	Contribution to Customer Experience
1960s–1970s	Customer buying behavior: process models	Lavidge and Steiner (1961); Howard and Sheth (1969)	<ul style="list-style-type: none"> • Encompassed path to purchase • Broad, experiential focus • Conceptual linkage models • Considered customer experience and customer decision making as a process
1970s	Customer satisfaction and loyalty	Oliver (1980); Zeithaml 1988; Bolton and Drew (1991); Gupta and Zeithaml (2006)	<ul style="list-style-type: none"> • Identified key metrics to begin to assess overall customer experience • Empirical linkage models to identify key drivers • Assessed and evaluated customer perceptions and attitudes about an experience
1980s	Service quality	Parasuraman, Zeithaml, and Berry (1988); Bitner (1990, 1992); Rust and Chung (2006); Bitner, Ostrom, and Morgan (2008)	<ul style="list-style-type: none"> • Incorporated atmospherics and environment • Early journey mapping through blueprinting • Linked marketing and operations—focus on quality • Identified the specific context and elements of the customer experience
1990s	Relationship marketing	Dwyer, Schurr, and Oh (1987); Morgan and Hunt (1994); Berry (1995)	<ul style="list-style-type: none"> • Expanded to B2B contexts • Identified key attitudinal drivers • Broadened the scope of customer responses considered in the customer experience
2000s	Customer relationship management	Reinartz and Kumar (2000); Verhoef (2003); Bolton, Lemon, and Verhoef (2004); Reinartz, Krafft, and Hoyer (2004); Rust, Lemon, and Zeithaml (2004); Payne and Frow (2005); Kumar and Reinartz (2006); Neslin et al. (2006); Kumar and Shah (2009)	<ul style="list-style-type: none"> • Enabled return-on-investment assessment • Identification of key touch points and drivers • Data driven • Incorporated multichannel aspects • Identified how specific elements of the customer experience influence each other and business outcomes
2000s–2010s	Customer centricity and customer focus	Sheth, Sisodia, and Sharma (2000); Gulati and Oldroyd (2005); Shah et al. (2006)	<ul style="list-style-type: none"> • Customer perspective throughout organization • Embedded the customer and customer data deeper into the organization • Focused on redesigning customer experience from customer perspective
2010s	Customer engagement	Libai et al. (2010); Van Doorn et al. (2010); Brodie et al. (2011); Kumar, Peterson, and Leone (2010); Kumar et al. (2013); Hollebeek, Glynn, and Brodie (2014)	<ul style="list-style-type: none"> • Recognized value of nonpurchase interactions • Incorporated positive and negative attitudes, emotions, and behaviors • Conceptual platform to incorporate social media • More clearly recognized the customer's role in the experience

Table 22 - Historical Perspective: Contributions to Customer Experience. Lemon and Verhoef (2016)

According to KPMG (2019), every excellent customer connection has a uniform set of qualities: The Six Pillars of Experience Excellence.



Image 23 - Six Pillars of Experience Excellence. KPMG (2019)

The Six Pillar model was created to offer a clear and compelling explanation of the emotional outcome that a successful experience should bring. The Six Pillars were confirmed in 20 countries, relying on over 3 million thorough customer feedbacks, and modelled against the financial results of loyalty and referral. The Six Pillars are closely intertwined. When used together, they form a vital tool for enterprises to assess how well their customer experience is offered across channels, sectors, and company types.

a) Personalisation

Personalised attention is used to build a personal bond.

Many interactions are most valuable when they are tailored. It entails proving that you know the customer's particular circumstances and tailor the experience to meet their needs. A nickname, personalised care, knowledge of choices, and previous encounters contribute to a personalised experience.

But it's how the consumer feels after their engagement that differentiates world-class customisation.

b) Integrity

Being reliable and instilling trust in others.

Consistent organisational conduct that displays trustworthiness is the source of integrity. There are trust-building occasions, such as when an organisation needs to respond to a crisis publicly, and trust-building instances, such as when individual staff activities add up to

implement trust in the organisation. For all clients, the extent to which the company follows through on its commitments is always a prime concern.

Trust and integrity stem from an organisation's common goal and how it fulfils that goal ethically, morally, and socially.

c) Expectations

Customer expectations must be managed, met, and exceeded.

Clients have expectations about how their requirements will be handled, and the finest businesses they've experienced are gradually setting those standards. Successful companies recognise that expectations are created strategically by the brand promise and daily via touchpoint exchanges, where they must meet and, if possible, exceed them. Some people can make explicit declarations of intent that create assumptions, while others can precisely set the goal and then please the consumer by exceeding it.

d) Resolution

I am changing a bad situation into a positive one.

The importance of customer recovery cannot be understated. Things will go wrong even with the most critical process and practices. Good firms have a mechanism that quickly restores the consumer to the position they should have been in. However, the 'service recovery paradox' reminds us that correcting issues is no longer sufficient; the client must enjoy the recovery process. Some firms refer to this as a "heroic" recovery. The two most essential parts of a good reconciliation are a genuine apology and quick action.

e) Time and effort

I am creating frictionless operations by minimising consumer effort.

Customers are more time-pressed and need immediate pleasure. It has been proven that eliminating needless barriers, obstructions, and bureaucracy allow customers to attain their goals directly and immediately increase loyalty. Many businesses are figuring out how to turn time into a competitive edge. Saving time also has obvious financial benefits if the other pillars are not jeopardised.

f) Empathy

To build a strong connection, gain a thorough awareness of the customer's situation. Empathy is the emotional capacity to demonstrate that you comprehend another person's situation. Empathy-building actions are crucial to building a successful relationship. They include reflecting the consumer that you genuinely care about and then going the additional mile because you understand how they feel.

3.2 Models and Map

The basis for creating an optimised Customer Experience is understanding the Customer Journey. We will provide different models of customer journey presented throughout the years after quickly outlining the constituent characteristics of the Customer Journey and its report with the Customer Experience. Moving forward through time, we'll see how we reached the modern concepts, partly due to new technology and processes. All of this is done from the standpoint of client centricity, as depicted at the start of the chapter. We conclude the paragraph with a presentation of the Customer Journey Map, a fundamental tool to overview the Customer Journey. Being a widely versatile tool, we will represent it in the next chapter without presenting a generic one here.

3.2.1 Customer Journey Concepts

The Customer Journey is a strategy to develop comprehensive, systematic, and customer-centric marketing tactics in general. This insight lays the groundwork for delivering the appropriate material in the proper format at the right time. The customer experience may be improved by correctly developing the CJ. As a result, it's critical to comprehend and favourably impact clients' purchasing decisions.

According to McKinsey (2016), when most firms think about customer experience, they believe in touchpoints, the specific transactions in which consumers connect with various aspects of the company and its offerings. Corporations strive to ensure that when consumers encounter their product, customer service, salespeople, or marketing content, they have a positive experience. However, this compartmentalised focus on specific touchpoints overlooks the more excellent picture: the customer's overall experience. You could only begin to understand how to significantly increase performance by looking at the customer's experience through their own eyes throughout the whole journey.

Customer journeys encompass various events before, during, and after purchasing or using a product or service. Journeys can be lengthy, spanning several channels and touchpoints. Customers will be happier, revenue and loyalty will be higher, end-to-end service charges will be lower, and staff satisfaction will be higher for companies who give the most satisfactory customer experience from beginning to end throughout the path. This is particularly the case in today's highly competitive consumer markets, which are multi-touchpoint, omnichannel, and always-on. The integrity of service and experience across channels is nearly impossible until you manage the journey, not just individual touchpoints, due to the expansion of potential consumer engagement points among new channels, devices, and programs. The siloed structure of service supply and the isolated cultures, behaviours, processes, and rules that thrive within

the functional groups that organisations rely on to create and offer their services are at the core of the problem. In many situations, these organisations are also the caretakers of the touchpoints that shape and measure how their actions align with their customers. Whether it's due to misaligned incentives, management indifference, or merely human essence, the groups in charge of these touchpoints are continuously in danger of losing vision of what the customer perceives and desires, even as they work hard to improve their contribution to the customer experience.

It was necessary to establish the concepts of omnichannel and touchpoint, which we will return to later, to develop the Customer Journey idea. The Customer Journey Evolution Models are now shown.

3.2.2 From AIDA to Kotler

According to Kotler (2016), the origins of customer journey patterns may be traced back to 1898 when Elmo Lewis developed the AIDA model, which proposed that the phases of awareness, interest, desire, and action would lead to sales. It illustrates a series of steps in which the stages build upon each other culminate in the transaction. The funnel form is the most distinctive feature. Customers begin their journey with a wide selection of brands in mind, forming the initial consideration set, as depicted by the wide front end. This wide range of brands will be whittled down to a smaller number until only one brand remains that buyer choose to buy from. Thus, manufacturers have complete control over the touchpoints. The buying process has evolved due to digitalisation and the advent of many touchpoints, new technology, a wide range of platforms, and shifting customer behaviour. The linear sales funnel is no longer sufficient to handle the complexity.

Derek Rucker of the Kellogg School of Management proposes the four A's as a version of AIDA: aware, attitude, act, and act again. The interest and desire phases are combined into perspective in this more modern view, and a new step, act again, is introduced. The new platform attempts to follow consumer behaviour after making a transaction and evaluating consumer loyalty. It believes a repurchase activity to be a good predictor for customers satisfaction. The four A's paradigm is a simplified model describing buyers' simple funnel-like process while assessing companies. Customers become aware of a brand, like or reject it (attitude), choose whether to buy it (act) and decide whether to repurchase it (act again).

The four A's intimate and straightforward funnel-like method must be updated in the age of connection. A new customer path must be developed to accommodate changes driven by reference.

The five A's should be used to rewrite the customer journey: aware, appeal, ask, act, and advocate.

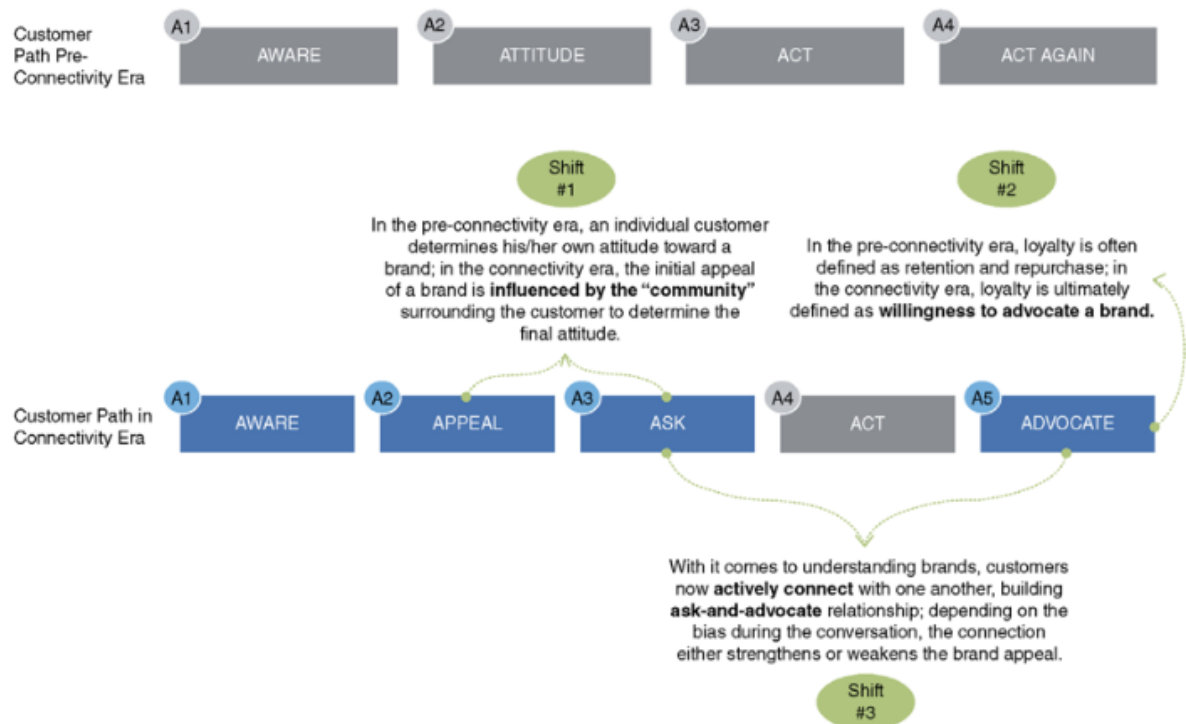


Image 24 - The Shifting Customer Path in a Connected World. Kotler (2016)

Customers are passively exposed to a vast number of companies in the aware phase due to previous experience, marketing messages, and the endorsement of others.

Customers aware of multiple brands digest all the signals they are exposed to, either forming short-term memory or enhancing long-term memory, and become drawn to only a few brands. This is the stage when you can file an appeal.

Customers are frequently prompted by their curiosity to investigate the businesses actively they are drawn to for additional information from friends and family, the media, and directly from the brands. This is the ask phase. The digital (online) and physical (offline) worlds have made the more complex ask phase.

Customers will opt to act if they are persuaded by further information in the ask stage. It's crucial to remember that desirable client activities don't have to be confined to purchases.

Customers may develop a solid feeling of brand loyalty through time, as seen by retention, repurchase, and, eventually, endorsement to others. The advocate stage is where you get to speak out for yourself.

The stages of the five A's aren't always clear, and they can even spiral at times. Customers do not have to go through all five A's on the new customer route.

3.2.3 Consumer Decision Journey

According to McKinsey (2009), to assist marketers in navigating this environment, which is less linear and more intricate than the funnel indicates, a more sophisticated strategy is necessary. This method is known as the consumer decision journey.

The decision-making process is a circular trip with four primary phases: initial consideration, functional evaluation (the process of investigating prospective purchases), purchase (when customers acquire brands), and post-purchase (when consumers experience them).

In contrast to the typical sales funnel, this model considers how buyers add and delete products and brands over time. They may enlarge rather than reduce the original consideration group during the continuous evaluation. Another significant development is that customer-driven marketing has become crucial as customers have become more empowered.

Customers actively "pull" for knowledge. Therefore, businesses must go beyond "push" marketing and consider and manage customer-driven touchpoints. Furthermore, the journey symbolises a continuous cycle that does not conclude with the purchase but also includes the post-purchase experience, which influences the judgement for any subsequent choice.

If the client has a close enough connection with the product or brand, they reach the so-called loyalty loop. This implies that the purchasing process is cyclical, with the buyer skipping the first two stages on his next transaction. They discovered two sorts of loyalists: active and passive. Active loyalists are dedicated to the brand and actively advocate it, but passive loyalists only stick with a company if there is no reason to change.

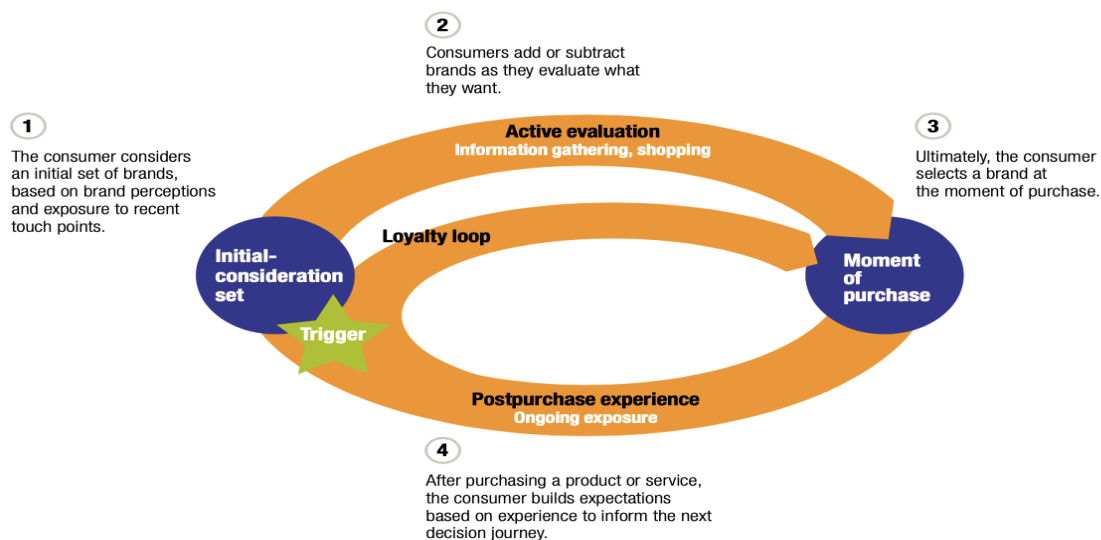


Image 25 - The Consumer Decision Journey. McKinsey (2009)

3.2.4 Moments of Truth

According to Hyken (2016), A.G. Lafley, Chairman, President, and CEO of Procter & Gamble, developed his version of Moments of Truth in 2005.

According to Peppers and Rogers (2017), moments of truth (MOT) are defined as interactions that have a disproportionate influence on the customer's emotional connection with the firm and, as a result, promote behaviours that convert into action.

The basic concept is to highlight the most critical touchpoints in the customer's decision journey.

In essence, he stated that there were two Moments of Truth, and he later added a third:

The First Moment of Truth takes place when a person examines a product. This may be done both in-store and online.

The Second Moment of Truth occurs when the customer purchases and uses the product.

He added a third Moment of Truth when customers gave feedback. They advise the firm and their friends, colleagues, family members, etc.

Google introduced a new Moment of Truth in 2011, called the Zero Moment of Truth (ZMOT).

It's when a consumer is researching a product. It comes before customers ever make a purchase.

They are looking at websites, reviews, and other resources.

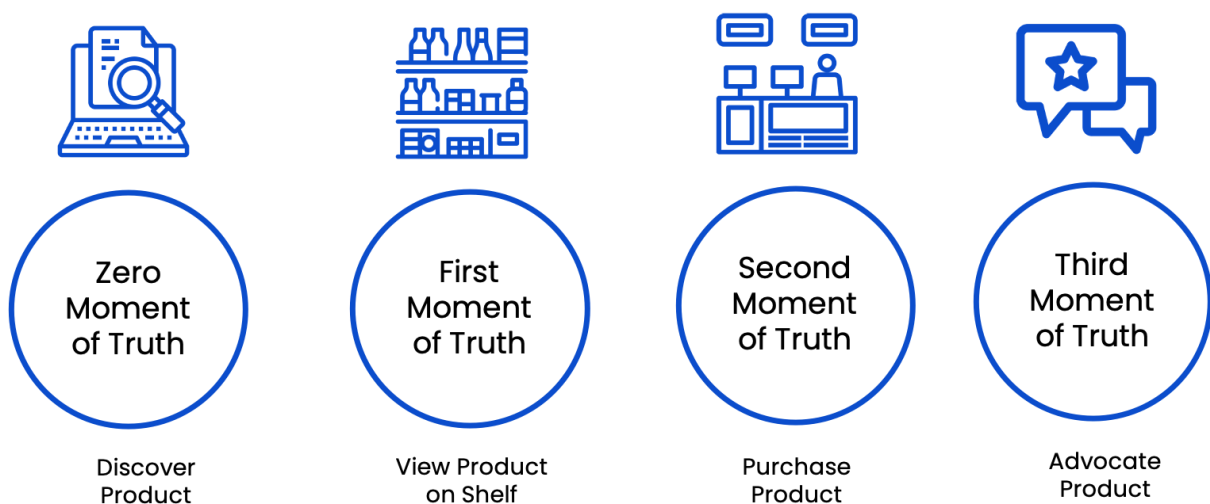


Image 26 – MOT. Brand Equity (2020)

3.2.5 Customer Journey Map

According to Rosembaum et al. (2016), the Customer Journey Map's (CJM) basic concept is straightforward: it's a visual representation of the sequence of events via which customers may connect with a service organisation during the whole purchasing process. CJM lists all possible organisational contact points that consumers may meet during the service exchange process. Senior management should cooperate with cross-functional team members to utilise techniques that drive service innovation by clearly understanding customer touchpoints. These techniques aim to improve the customer experience connected with each touchpoint to enhance customer service provider interactions.

Touchpoints are often shown horizontally on customer journey maps by a process timetable. After that, the chronology is divided into three parts: pre-service, service, and post-service. The customer experience before service begins is referred to as the pre-service time. The service period refers to the many touchpoints' consumers encounter throughout the service. The post-service phase refers to the client experience after the service has been completed. After identifying all consumer touchpoints during the three periods, managers should establish strategic categories along the vertical axis that illustrate key strategic initiatives connected with each touchpoint.

While establishing the horizontal axis in CJM is very simple, developing the vertical axis may be much more difficult. The vertical axis determines the usefulness of a customer journey map as an innovation tool. Some CJM proponents, according to McKinsey (2009), see the vertical axis as a managerial jumble, essentially a space in which leaders can prepare a wide variety of activities, such as design options, customer goals, employee duties, branding possibilities, and omnichannel retailing opportunities. The problem is that when a customer journey map grows vertically and becomes more sophisticated, the amount of ambiguity around it grows as well. Managers should view the vertical axis of a customer journey map as defining the significant components of the complete service system, demonstrating how marketing, human resources, operations, and information technology can collaborate to satisfy customer expectations at every touchpoint. Three primary issues may prevent managers from fully utilising CJM for service innovation and improvement.

First, Clarke (2014) asserts that, while researchers have developed CJM from a theoretical standpoint, studies providing actual examples and instructions for management interpretation are rare. Second, an underlying assumption in CJM is that all consumers experience each horizontal touchpoint, and that each touchpoint is equally meaningful in the customer's eyes. As a result, creating and comprehending customer journey maps for complicated services with numerous touchpoints may be challenging. Third, managers may lose faith in the CJM process if they do not understand how the vertical axis depicts the cross-functional interdependencies of a service system at each touchpoint.

We can obtain two significant pieces of advice.

First, managers should avoid creating all-inclusive customer journey maps that include all conceivable touchpoints since this might result in a highly complicated journey map. To create a more compelling customer journey map, managers must collect customer data and identify crucial and less critical touchpoints. CJM should depict what consumers do rather than what managers assume they do.

Second, we advise managers to create vertical axis categories that reflect cross-functional new objectives that connect marketing, human resources, operations, and information technology at every touchpoint. As a result, a customer journey map becomes a strategic tool for service innovation and a visual representation of how a service system may collaborate to improve a customer's experience at each touchpoint. Managers might also create new planning categories along the vertical axis, such as those dealing with branding potential and client emotions; however, as the vertical axis becomes more complicated, its effectiveness as a management tool may diminish. Because the customer journey map is a tool that, as shown, can vary significantly in implementation, we will present it directly in the next chapter about a luxury vehicle customer journey. We will avoid introducing a generic one, which might confuse.

3.3 Post Covid and Future

We conclude the chapter by demonstrating how Covid has boosted the importance of Customer Experience and Customer Journey. We do this by presenting KPMG's 2021 '2Y Omnicustomer' model, highlighting the differences from the preceding 2019 model while maintaining the 6 Pillars. We then conclude by introducing the notion of Business Experience, an extension of Customer Experience that will be a significant trend soon.

3.3.1 The New OmniCustomer

According to KPMG (2021), the disruption of the pre-existing equilibrium, which recognises the pandemic as a triggering event, has undoubtedly been a catalyst for the start of organisational rebuilding activities, whose contribution originates from the recognition of the customer as a critical element.

The COVID-19 public health emergency has hastened a shift in consumer perceptions of physical and digital channels.

The immediate result was channel inter-fungibility and hybridisation, with the lines between online and offline becoming increasingly blurred, hastening the emergence of the Italian digital mindset.

Today, most customers, who are becoming more acquainted with digital channels, use omnichannel routes, eliminating conventional store buying chances favouring touchless purchasing. Expectations of personalisation of the offer and fulfilment of personal needs traditionally met in the physical channel have been translated into digital, which is increasingly becoming a channel for the search for information, entertainment, and connection with purchasing brands.

The Omnicustomer is a new typology of consumers born by a shift in purchasing patterns marked by multichannel hybridisation activities. The offspring of New Reality, the Omnicustomer, bridges the online and offline gap by interacting with real and digital shops based on their daily requirements, situations, and preferences.

The KPMG 2Y Model describes and models emerging consumer behavioural patterns through an end-to-end customer experience.

After an initial up-stream of need awareness and browsing & discovery in the digital channel, the Omnicustomer can choose whether to continue the path to purchase online or via the physical medium, with the option to save a shopping list or activate store visit booking functions online, with the direct transmission of information directly to sales advisors before entering the store. Consumer expectations at all touchpoints of the purchase process have risen because of hybridisation, with enterprises increasingly expecting an immersive and immersive customer experience and the ability to develop a one-to-one online and offline relationship. Alternatively, the consumer will have the option of completing the purchase route straight online, via 'delivery service,' or via innovative ways of product distribution, such as 'click collect,' or collection at digital lockers. The model's final phase is after sales, enabling a path of gradual convergence of in-store and online transactions and joint return handling methods. Because of the hybridisation of buy channels, the digital platform must aim to duplicate as much as possible the physical channel's experience using augmented reality solutions, virtual stores, or remote sales advisors to provide an outstanding customer experience. To maximise the in-store experience, the physical channel should focus on engaging procedures targeted at integrating data supplied online during the upstream phases.

The customer wants their own experience, from product research to order tracking, to be fluid and seamless across all channels, with a high level of customisation. For brands, this means investing in solutions that allow them to incorporate data and information in real-time to deliver goods and services that match their consumers' demands.

2Y OmniCustomer Model

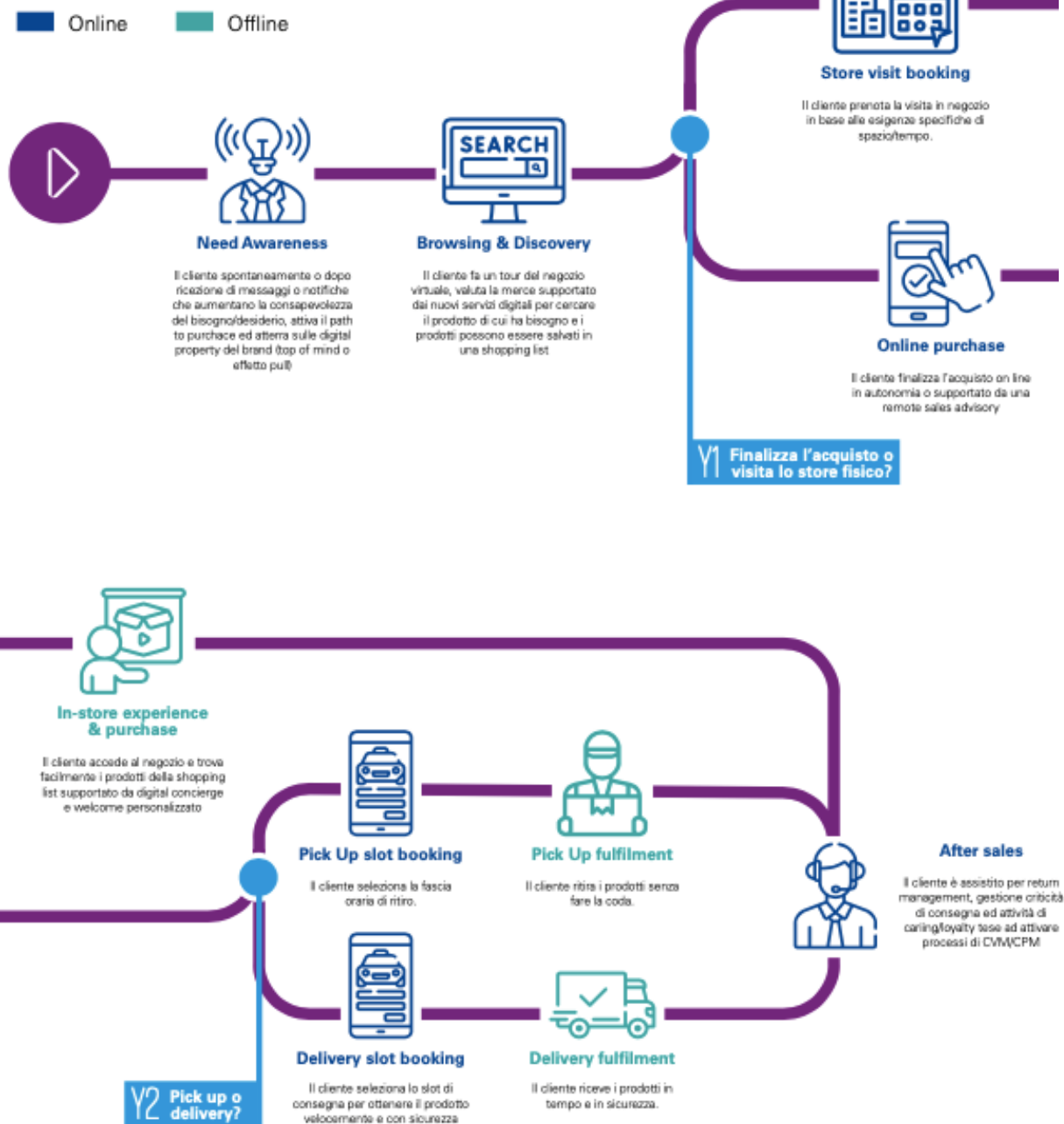


Image 27 - 2Y OmniCustomer Model. KPMG (2021)

3.3.3 From CX to BX

According to Accenture (2020), because the framework of practically everything we do has been upended by world events in 2020, the focus on experience is perhaps at its highest now. Customer experience via touchpoints (CX) has been growing in tandem with the digital revolution for years. The internet necessitated the creation of sophisticated technological interactions throughout a new customer journey. Even though we have made significant progress in enhancing customer experience, it has become too homogenous, with little difference.

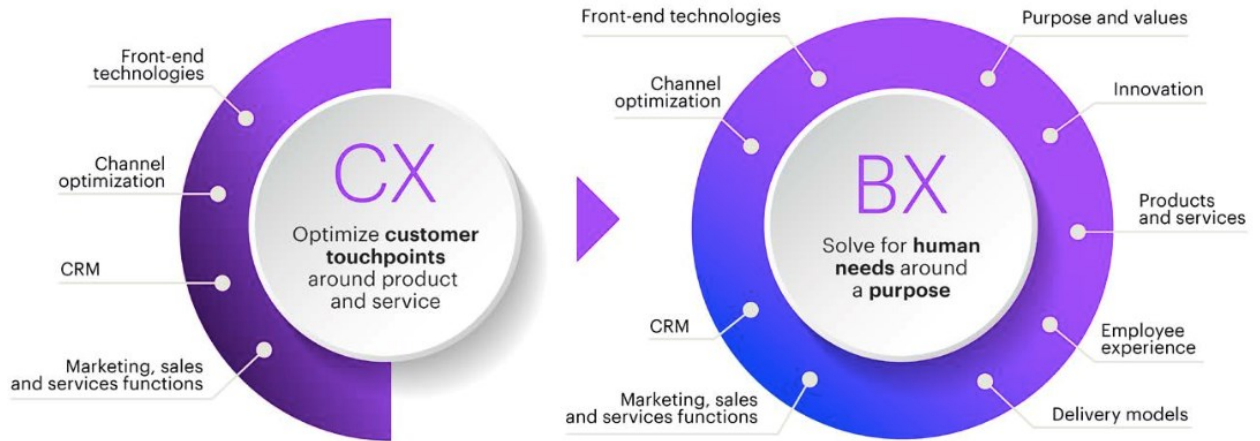


Image 28 - From CX to BX. Accenture (2020)

BX is a more holistic strategy that enables businesses to focus on their customers and reignite progress. Whereas CX used to be the chief marketing officer (CMO) or the chief operating officer (COO), BX is now a top concern for the CEO since it touches all areas of a firm's management.

While customer experience is not new, it has become a critical business necessity in recent years, owing to three primary problems that face CX today: consumer demands, a sea of sameness, and a flight to purpose. These trends have received little attention, but they are pretty accurate. The first is a product of twentieth-century management, the second has been going on for a while and is an indication of market maturity, and the third has been hastened by the pandemic, which we focus on.

Today's brands are under much pressure to be more than just the products and services they provide. This desire for meaning has been rising for years, but recent global events have intensified. Today, eight out of ten customers feel that purpose is as important to them as customer care.

When a firm fails to impress them due to its words or actions on a social problem, more than half of Gen Y and Z customers, compared to 37% of other consumers, claim they have switched a portion of their expenditure away from their present service provider.

Accenture found four winning strategies to realise BX after speaking with clients who are leaders in the field or at least want to be:

1. Obsess about customer needs and use that as a compass.

Customer requirements have permanently shifted, and they've recently taken a significant step forward. Further, than pandemic's consequences, they will change and evolve, often in unexpected ways. As a result, we must now specialise in identifying customers' unmet demands, both large and tiny.

2. Make experience innovation an everyday habit.

The innovation culture requires you to fill the gap between your brand promise and the experiences you provide by altering what you say and how you conduct across your business.

3. Expand the experience remit across the organisation.

We must begin by making the experience a priority in all functions, including operations, human resources, product development, strategy, technology, and others.

4. Sync the tech, data, and human agendas.

All assets are evaluated in today's economic environment. With silos and breaks between departments, the sum of technological advancements is sometimes a miserable, uneven experience for the client.

We have simply indicated a future trend that is both essential and imminent. We didn't want to get into specifics because they differ depending on the industry. Even though it is still in its early stages, the Business Experience will quickly expand.

4 Luxury Automotive Customer Journey

4.1 Overview

The starting point for designing an efficient customer journey is "knowing the consumer". So, we present the characteristics of the new luxury buyers in the automotive: younger, with an increasing number of women, more interested in SUVs and sustainability. We continue to assess the impact of Covid, which has increased impatience and given further impetus to the second-hand market, to improve family experiences. In addition, we present the case of Supercar Capsule that enhances the entire man cave aspect of the experience, especially true in the age of social media when affluent automobile collectors and owners frequently become internet celebrities. Then, we emphasise the need for integration and continuity between online and offline through the example of the partnership between Bentley and Salesforce, rethinking the customer experience by using Salesforce Customer 360 to provide a 360-degree picture of each customer and prospect. We conclude the first part by presenting a customer journey map for a generic player of luxury automotive, describing utility and its main features.

4.1.1 Luxury Car Buyers

'The new luxury buyers won't associate with brands they don't feel have their values.'

Chris Craft, Bentley's Head of Sales and Marketing

Luxury automobile consumers, like any customer, are continually changing.

According to Campbell (2019), they are not just getting younger, but a more significant number of them are female, and many desire an eco-friendly pair of wheels to show off their affluence. While this means a larger pool of buyers for luxury firms, it also presents substantial concerns. According to Aston Martin, the number of high-net-worth individuals globally (those with \$1 million or more in investable assets) is expected to rise from 18 million to 30 million by 2030, changing the profile of the supercar client base. Luxury automobile customers are evolving in other ways as well. The change from inherited riches to self-made wealth, including some 18-year-old entrepreneurs, impacts the luxury vehicle sector. "Our clientele has radically changed," says Torsten Müller-Otvös, Rolls Royce's CEO. "They are a lot more laid-back, easy-going, and informal."

Another changing demographic in the luxury automobile industry is female customers. Even though wealthy female consumers are increasing, Ferrari believes that women account for fewer than 5% sales. The figure for Aston Martin is 8%, which is greater than a decade ago but still modest. However, according to Mike Flewitt, CEO of McLaren Automotive, the individual

whose name appears on the registration paperwork is not always the owner. "We believe the number of automobiles purchased for female customers, or by females who are engaged in the purchasing decision, is closer to 50%."

Sports utility vehicles are a developing section of the luxury market that appeals to women (SUVs). However, high-end SUV sales are booming, regardless of purchaser gender. The Urus SUV accounted for 60% of Lamborghini sales, and purchasers traded strongly in Range Rovers during the first half. Aston Martin's future depends on the success of the planned DBX SUV. The business anticipates that this will fund its drive into electric vehicles over the next decade and safeguard it against contractions in the sports and touring car industries. Moreover, because two-thirds of Aston owners also own an SUV, transforming them into dual-Aston purchasers will benefit its bottom line.

The corporation has devised visualising its consumers on a chart with axes representing emotion and function. A full-fledged sports car resides in the top corner, where emotion meets focus, while an SUV sits in the bottom corner, where adaptability meets reason. The names of fictitious worldwide clients are strewn throughout the chart. When engineers or designers run into difficulties, rather than questioning what the chief executive or head of design wants, they consider the requirements of the ideal consumer.

Personalisation is another tool in the armoury of luxury carmakers. Executives have realised that they must first encourage customers to be emotionally committed to get a second, third, or fourth purchase. After that, everything is up for grabs in the war for adoration, from the colour of the seat stitching to the colour of the brake callipers.

As the average age of purchasers decreases, environmental credibility has become a means to win them over, what Pininfarina's Michael Perschke refers to as the "Greta Thunberg effect." Demand for sustainability extends beyond what powers the wheels; some new purchasers, particularly the eco-conscious generation just entering the wealthy elite, want every aspect of the vehicle to be environmentally friendly. Bentley's EXP 100 GT coupé is loaded with eco-materials, ranging from recovered 5,000-year-old wood strengthened with recycled copper around the seats to an organic leather alternative created from wine-making leftovers. The vehicle is even coloured with paint made from recycled rice husks. These features will eventually find their way into its more significant product line-up.

To examine some of the consequences of Covid-19, we rely on what Hoang (2021) wrote following a conversation with Beat Imwinkelried, Owner and Chief Executive of BI. Collection, a Zurich-based luxury automobile dealership. He discusses how the rising demand for luxury automobiles contributes to the appeal of used models and why physical encounters will continue to push the market ahead. When the global pandemic broke out, and travel

restrictions were imposed worldwide, Beat Imwinkelried started getting many calls. Many of his buyers told the entrepreneur, who has dealerships in Zurich, Basel, and Gstaad selling luxury automobile brands including Ferrari, Maserati, Bugatti, Porsche, and Mercedes-Benz, that they needed a luxury car now and were interested in purchasing used. This was in stark contrast to the patterns and lifestyles that Imwinkelried had noticed throughout his long experience in the luxury vehicle industry. For example, clients who had previously signed a deal for a Ferrari with a waiting period of 18 to 20 months, typically customised to their exact requirements, now decided to take a used automobile that they could enjoy right away. Beat said that this behaviour in the luxury automotive market is noteworthy because most clients who purchase their first luxury car buy a used model. However, if a client wants to buy a second or third, they will usually go for a new model that they can customise to their liking, which is part of the journey. The last suggestion, provided by Andrea Sensoli through his 'Supercar Capsule,' that make luxury garages and boxes, is the one with which I opted to end the paragraph dedicated to luxury vehicle purchasers. According to Del Bello (2021), at Supercar Capsule, these spaces become very customised exhibition rooms that may be anything the customer wishes, rather than merely showcasing the parked car. Along with fast and costly automobiles, it is a location to spend some leisure time with friends, have fun, or indulge in a unique hobby. Many automakers are more vertically integrated than ever, with marketing campaigns that span the consumer journey. Everything is taken care of from the original specification to the various after-sales services. A concept like the Supercar Capsule, which enhances the entire 'man cave' aspect of the experience, is the ideal complement to the other services that are virtually solely given by the automakers who sold the car in the first place. This is especially true in the age of social media when affluent automobile collectors and owners frequently become internet celebrities. The outlined capsule and special initiatives fill in the gaps in the automobile ownership experience, which is already highly homed in many other areas, and provide exceptional new prospects for future growth. This example demonstrates the importance of client centricity and tailoring luxury automotive products to the customer's needs.

4.1.2 Offline and Online Integration

According to extensive research conducted in the United Kingdom and Spain by Frasquet and Miquel (2017), omnichannel integration (or O2O) boosts consumer happiness, which in turn influences loyalty, both in online and offline circuits, according to Chevalier and Gutsatz (2020). However, the authors also point out that there is no clear link between online and offline loyalty, implying that efforts to establish consumer loyalty must be doubled.

At this phase of the trip, we realised how important the convergence of online and offline is for an efficient Customer Journey. We highlight a recent partnership between Bentley and Salesforce as an example to validate our theory that we will see also together with Lamborghini. Bentley Motors has used handmade knowledge to enhance the luxury car-buying experience for over a century. Nevertheless, after a century in business, data and systems abound, and Bentley needed a solution to not only develop cleaner, more linked customer data but also place itself on a journey toward digital perfection for the next 100 years.

Let us peek at Salesforce (2020) and how Bentley Motors is rethinking the customer experience using Salesforce Customer 360 to provide a 360-degree picture of each customer and prospect. The procedure is separated into five tailor-made steps that may be faithfully transferred through other luxury vehicle makers.

1. Integrate for Ultimate Visibility

When all your data is in one area, the possibilities for integrated experiences are limitless. Bentley Motors started by integrating old systems to improve response times, enhance personalisation, and streamline work for brand advisors.

"With Customer 360, we can create a single source of truth that allows us to create extraordinary experiences for our customers. That is what we need moving forward, to create something new regarding products, services and the way we resonate with a completely new customer group," said Astrid Fontaine, Bentley Board Member for People, Digitalization and IT. Bentley Motors' brand advisor team can view customers on a single pane of glass for deeper personalisation and faster response times in managing inbound and outbound sales and service queries. Plus, increased visibility across systems also means Bentley Motors can quickly analyse its data in real-time. With a clear view of data and simplified extraction, employees can automatically examine and analyse multiple data sources, driving real-time decision-making.

2. Build a single view of the Customer

Since its inception, Bentley Motors has tailored offline client experiences. It sets out to develop a single perspective of each customer to create engaging experiences online, utilising industry expertise and technical support to reinvent consumer interactions and strengthen personal connections. These ideal customer records may include purchasing inclinations, automobiles owned, past enquiries and lead sources, all of which are made feasible by linking every touchpoint to a single source of truth. Moreover, because sales, service, and marketing processes are all connected on a single platform, Bentley Motors can maintain client data up to date, ensuring communications reach customers at the right time. "We recognised that to get through this crisis, we had to evolve our digital capability

rapidly, and then instantly we realised that it was not just to get through the crisis. We need to think existentially about competing and winning in this new digital environment. The answer? It is all about the customer for me." Said Adrian Hallmark, Chairman and CEO

3. Optimise sales and service interactions

Instead of manually processing online and social media leads, Bentley has implemented a lead management procedure that may streamline and automate sales for maximum efficiency and flow. With efficient online forms, web-to-lead procedures, and built-in intelligence (such as lead scoring and following best action), brand advisors may respond on leads instantly, building a connection at the point when prospects are most engaged. Furthermore, brand advisers may prioritise issues, resulting in shorter response times and higher client satisfaction. Bentley has further changed its customer service by launching a live chat tool, which provides consumers with a new and straightforward digital channel to interact with the firm in real-time. Brand advisors will be able to observe every touchpoint on a single screen in the future, regardless of which channel clients engage on.

4. Personalise customer journeys

To personalise client experiences even further, Bentley plans to unify, segment, and activate audience data. Bentley has limitless options for contacting customers on their terms because of its 360-degree perspective of everyone. Bentley can tailor every marketing experience by combining sales and service data with digital marketing to boost client engagement and drive quality demand. Bentley can provide initiating campaigns at the perfect time based on consumer behaviour and new offerings, whether customers prefer to hear from the brand via email, SMS, or social media. Lead qualifying activities, like calls or appointment requests, are triggered by some interactions (such as clicking on an email campaign). Using the data acquired within the new platform, Bentley brand advisers may then reach out to consumers to build one-on-one interactions.

5. Create a new category of sustainable luxury

Bentley Motors' digital transformation benefits customers in more than one way. It also puts the automaker on a path to improve global welfare for car occupants and the public. Bentley plans to commit to more sustainable business practises in the next 100 years, including ethical wood sourcing, lighter batteries, an electric grand touring vehicle, the UK's most oversized solar carport, and even a programme to counteract the diminishing bee population.

We conclude with Chris Craft, Board Member for Sales and Marketing.

"The needs of our customers have been evolving through time. However, at no point they have been changing more rapidly than they are now. So more than ever, we need to know them more

closely. That means we need to deliver a paradigm shift in every single aspect of our business, but do that, of course, in a way that is authentic and credible".

4.1.3 Luxury Automotive Customer Journey Map

According to Del Bello (2020), the goal of designing a car that fits the maximum number of possible buyers has altered dramatically throughout the decades. Although the goal in the luxury performance automobile category has never been to mass produce to satisfy the most significant number of customers, comparable patterns are emerging. Building a beautiful product that performs well is no longer sufficient to assure clients emotional connection and loyalty.

The critical issue now is to create a true ecosystem of experiences and values that meet the clients' demands and with which they can identify. Only by putting in this effort, you can get a significant competitive advantage over other OEMs. The importance of building a multichannel strategy to accompany every valued client through the processes, or touchpoints, leading up to the purchase and beyond is evident from here.

Globalisation, combined with the capabilities provided by the internet and marketing founded on big data, generated a desire for individuality and provided corporations with the ability to categorise, target, and meet exceedingly needs. This results in each manufacturer in the Luxury Performance Automotive segment offering an ever-expanding range of services. Therefore, it is hardly surprising that big luxury manufacturers have considerably improved their personalisation offerings in the recent decade. The Customer Journey Map is a standard tool to define the Customer Journey. It may be formed in various ways, and it can be extremely specific or very general. There is no right or incorrect option because following standards and procedures differ widely from industry to industry and even business to business. Various more elements might need framework differences within the same market category. Changing KPIs, different service ranges and widths, marketing mix expansion, minor variances in target clients, and so on are examples. The touchpoints are the most critical variables in controlling and developing the map and company. As previously said, the mapping process begins with the client's persona definition, which includes marketing psychology study. Once this first phase is completed, each journey is planned out with a specific goal in mind. In the next paragraph, we will present solutions adopted in terms of organisational activities to implement a compelling customer journey by OEMs. The touchpoints concerned will be social media, website, online platform and app, as we will see in detail. Here we have merely provided a map, which will be the basis for further analysis.

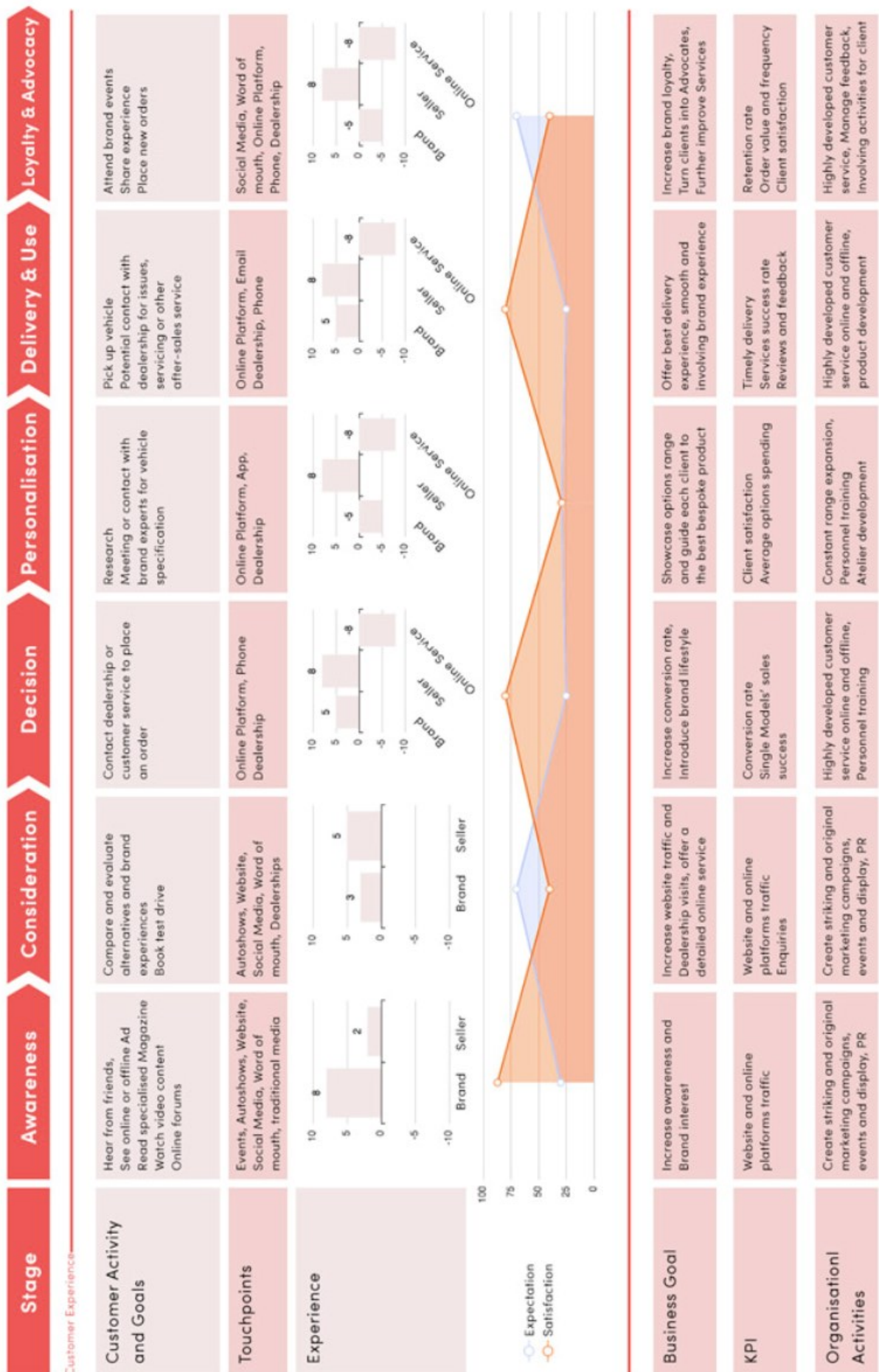


Table 29 - Customer Journey Map for a generic luxury automotive manufacturer. Del Bello (2020)

4.2 OEMs' Customer Journey Strategies

Let's start moving into the customer journey, looking at some examples of organisational activities throughout the personalisation stage in the customer journey presenting Bentley, Aston Martin and Rolls-Royce' programs through the dedicated touchpoints.

With Lamborghini, which we defined internal competitor, coming from the Volkswagen group as Porsche, we prefer to change the topic on which to dwell, touching the concepts of social media and apps. We continue with Ferrari, an external competitor, concentrating on the touchpoints of events and auto shows and their business goals in the awareness and consideration phases. Then, we explained the dealership's importance along all the journeys to show the efficacy of the so-called "Atelier Ferrari", highlighting a different customisation aspect while never losing sight of Ferrari's true strength: the Brand.

4.2.1 Personalisation Proposals

This paragraph will discuss the stage of personalisation in the customer journey, using Aston Martin, Bentley, and Rolls Royce as examples. Many of the latest developments and refining in the luxury automotive industry focus on this characteristic.

In particular, the new production-to-order strategy used by Aston Martin means that the total system will become more personalised and interactive for each car manufactured, enhancing brand loyalty and prestige. This process has just begun, so there is still time and room for fresh ideas. According to Aston Martin Magazine (2018), the exclusive collection of luxury sports vehicles from Aston Martin may be customised in various ways. Aston Martin offers a remarkable tailored service through Q, with a team of experts from the marque's Gaydon Design Studios working closely with each Q client to bring inspiration from the worlds of art, design, craft, and travel and translate it into one-of-a-kind examples of automotive design. The function of Q inside Aston Martin has become increasingly important as the luxury market evolves to give more intimate representations of uniqueness, exclusivity, and excitement. Q by Aston Martin-Collection and Q by Aston Martin-Commission are two different services. The system is explained by Henry Cozon, Senior Manager of Q & VIP Sales. He explains, "The Q Collection offers a selection of exclusive off-the-shelf choices that are accessible at the time of ordering a car and do not require an additional construction lead time." After manufacturers, some can also be ordered as a Q Accessory, such as paint and leathers from the exclusive Q collection or extra carbon fibre customised trim. As a result, this versatile service is immensely popular with consumers, with up to a quarter of Aston Martin cars sporting some form of Q.

"We aim to grow aftermarket Q accessories further as there is a huge demand for this," Cozon explains. Aston Martin Q Commission's pushes personalisation to new heights. Clients may

design and build their own Aston Martin sports vehicle here, working closely with the design staff along the process. The creation of commission projects is typically complex, which is agreed upon before production. "These automobiles are one-of-a-kind," explains Cozon. "They are completely tailored to the customer's preferences." The Q vehicles' inspiration might come from everywhere. Clients may be fascinated by nature or culture, such as a trip to an unusual location or a moving exhibition. Marek Reichman, Aston Martin's Chief Creative Officer, and his team will next turn these concepts into vehicle design. "The beauty of Q is that it gives you the freedom to express yourself by drawing inspiration from almost anything," Cozon explains. In terms of Bentley, we recently addressed the digitalisation that it has done thanks to its cooperation with Salesforce. We explain its personalisation through the Mulliner program by focusing on one of the company's strengths: the efficacy of its social media. According to Bentley Website (2020), in Mulliner's universe, aspirations become a reality: your vision may be brought to life through 3D visualisation and rigorous nurturing. With Mulliner, you will witness the enthralling transformation of a single piece of paper into your very own superbly made, one-of-a-kind Bentley. We will galvanise the automotive world's most passionate craftspeople to make it a reality, aided by Bentley's enormous aesthetic and engineering knowledge. Bentley Mulliner will unveil its new vision in three portfolios in 2020: Coachbuilt, Classic, and Collections.

Mulliner returns to its storied heritage of coachbuilding with the new Bacalar: buyers will once again be able to work closely with a team of specialised designers to improve their vehicle with various unique materials and specifically chosen alternatives.

Bentley Mulliner Classic includes vehicles such as the Blower Continuation Series, which debuted last year, and the 1939 Bentley Corniche, which Bentley specialists meticulously restored in 2019.

Mulliner Collections will continue to provide clients with luxury-focused variants of Bentley's model line-up, such as the new Continental GT Mulliner Convertible, as well as the ability to personalise their new Bentley.

Following Del Bello (2021), Bentley released a successful Christmas video for the second year in a row (2020 and 2021). 2020's one included the Bentley Mulliner division creating a custom-made Flying Spur for Santa Claus.



Image 30 – Bentley Christmas Marketing Campaign 2020: “Bentley takes on an extraordinary commission.” Bentley (2020)

In 2021 there comes yet another brilliant concept. When Christmas decorations go missing, Bentley apprentices’ band together in secret to use their expertise and make one-of-a-kind decorating pieces out of vehicle parts to salvage the day. Along with creating a festive and light mood, the movie shows Bentley's staff's creative potential and craftsmanship talents. The skills required for these little crafts are the same as those utilised for each automotive component. The video has been an enormous success. This demonstrates the possibility of different topics, which may become even more appealing to the target audience than the standard ad presenting the automobile or its performance, indirectly or through emotional links.

According to Del Bello (2021), the focus at Rolls-Royce is on the ownership experience and involving clients in that unique lifestyle. Client contact is critical since it is an essential aspect of the brand experience. It begins with the original car configuration at the dealer and then changes based on the clients' involvement in subsequent processes. When working with the Bespoke division, buyers directly contact Rolls-Royce craftspeople.

The customisation possibilities vary from the basics, such as bodywork colour, to the tiniest details, such as steering wheel spokes, and even extras, such as hidden umbrellas in the door panels. The very own department of Rolls-Royce Bespoke attends to every element of the car's specification to the extent that is rarely seen elsewhere. For example, salespeople can utilise unique lamps to demonstrate how different lighting affects the colour of a car's paint depending on the location, season, or time of day. Clients can even choose which piece of wood to use when requesting the veneer for the interiors. Then there's the famed starlight headliner, for which Rolls-Royce artisans build a unique design emulating certain stars specified by the client using over 1,000 fibre optics. Coachbuild, Bespoke's most exclusive segment, is the automobile

equivalent of haute couture. According to Rolls-Royce, access to this service is limited to individuals of outstanding achievement, culture, and vision. These individuals are allowed to join in the guest service, which will enable them to create a wholly unique automobile and stake a claim in the marque's storied history. Coachbuild has pushed the boundaries of what a car can be since its start, developing and building endless wonders at the request of its illustrious customers. A Coachbuild automobile defies the laws of physics and embodies true luxury. A Coachbuild motor car is created in genuine cooperation, from the first to last touches. The lengthy emotional process necessitates years of coordinated contact; it is the purest form of contemporary patronage.

These were three real examples in the personalisation stage, through the touchpoints indicated by Online Platform, App and Dealership.

4.2.2 Lamborghini

A competitor within the Volkswagen Group, the same as Porsche, is Lamborghini. So, let's move on to this company to continue analysing aspects of the customer journey in luxury automotive. Lamborghini also has its personalisation department, called "ad personam". According to Lamborghini, customers may construct their own unique Lamborghini with the Ad Personam customising programme for the Huracán and Aventador, making it extra distinctive and matching every request. From the colours to the materials, there are an infinite number of possibilities: from the emblem on the seat, which may be manually stitched rather than branded, to the initials embroidered within the vehicle's interior, or even a bespoke colour, all of which must match the company's high-quality requirements. Or the option of selecting from various materials, such as the sumptuous Lambo Vintage semi-aniline leathers decorated with different treatments and produced in collaboration with prominent Italian specialists, or the cutting-edge Forged Composite carbon fibre material.

We prefer, however, to change the topic on which to dwell, touching now the concepts of social media, app and CRM. Whatever business you're in, the importance of having a solid social media presence is undeniable nowadays. All the leading luxury performance automobile market firms have diverse operations encompassing all key platforms. According to Del Bello (2020), Lamborghini appears to be the firm that stands out the most.

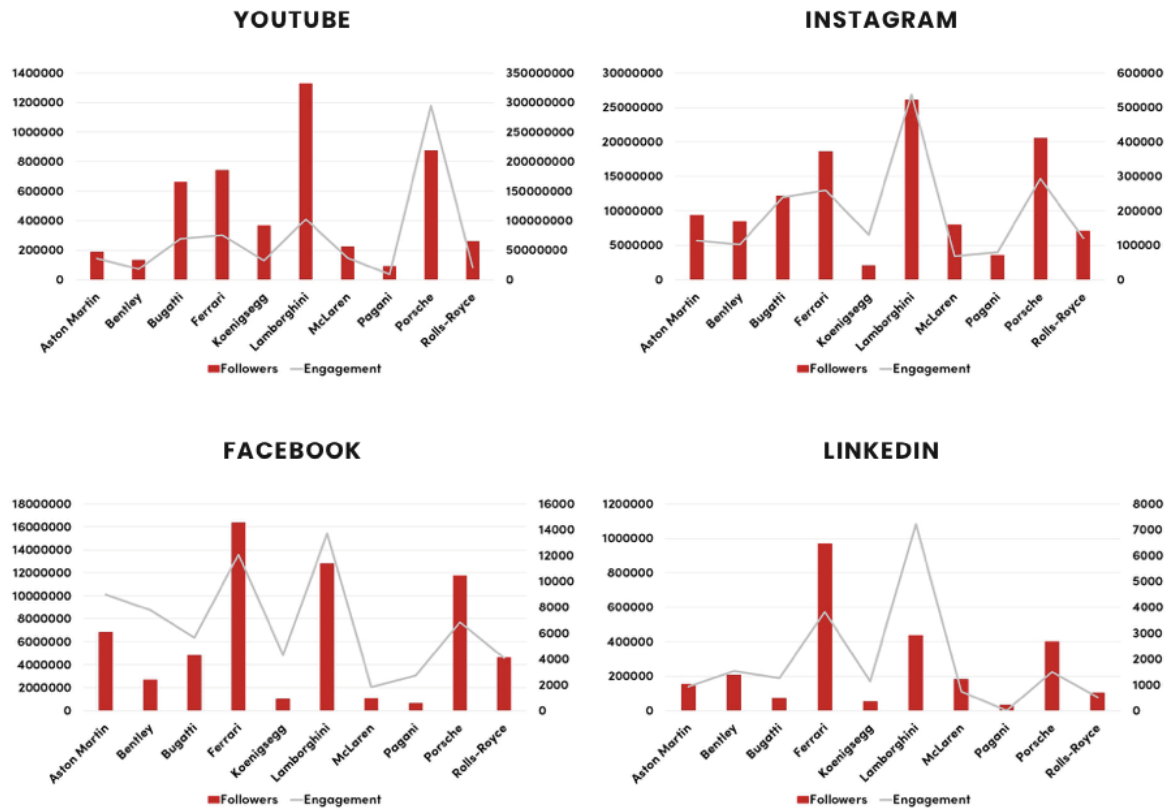


Image 31 - Followers and level of engagement for each platform divided by brand. Del Bello (2020)

Lamborghini ranks first practically in every social media site for either follower numbers or engagement rate. It comes in second when it doesn't, and who's on top of it will be our protagonist of the last chapter. The success of Lamborghini may be attributed to several elements. Consistent branding, precise audience targeting, and a decent balance of kind and shared material disseminated across each channel with personalised tactics. Lamborghini maintains interaction on Instagram with a message targeted primarily at a youthful audience, aided by its automobiles' distinctive and futuristic appearance. The company has been known since its foundation. Its communication is built on performance, technical innovation, and forward vision with electric and hybrid vehicles and unusual collaborations like Nasa's. Additionally, while the frequency of postings, which is equivalent to that of its competitors, does not appear to impact the channels' growth, the increased usage of video material does. Lamborghini and Porsche have had the most significant gain in followers in absolute terms over the last six months, with videos accounting for 15% of their postings. Lamborghini was the second luxury sports car manufacturer to launch a YouTube account in 2005, one month after Porsche.

The two most popular videos on Lamborghini's YouTube account, with roughly 23 and 10 million views each, were released around Christmas in 2018 and 2019. The protagonist is usually a child, accompanied by parents, who dreams of owning a Lamborghini supercar. The

slogan for both videos is 'Lamborghini is for Real Lovers.' The firm plays on the principles of family and generosity at the correct time of year, momentarily reducing its luxury reputation and being more approachable while keeping the exclusivity of a dream brand.



Image 32 - Lamborghini Real Lover 2018. Lamborghini Media (2019)

According to Lamborghini Media (2019), many children were notified that the shop had sold out model Lamborghinis on Christmas Eve. Models from other brands were given instead, but one child refused to accept anything less. A real Aventador SVJ, with official Lamborghini driver Marco Mapelli at the wheel, awaited him outside the toy shop with a highly unexpected and wonderful surprise, ready to deliver a unique gift for him.

According to Del Bello (2020), Lamborghini achieves the most effective engagement rate on LinkedIn, as the site changes from a work-only atmosphere to a content marketing environment. Unlike its competitors in the same segment, Lamborghini emphasises technological skills and achievements in its marketing materials this time. This type of post, which has more interaction than average on other websites, is paired with news and business updates, which perform exceptionally well on LinkedIn and attract professionals interested in the firm and other users who have landed on the network.

Lamborghini had a partnership with Deloitte for self-improvement in terms of app and CRM. According to Deloitte Digital (2021), it developed a new customer relationship management system (CRM) based on the Salesforce platform to assist Lamborghini in creating more relevant, targeted messages. Lamborghini can produce and send the right content to the right customers because of the CRM's integration with a content management system. With a new

digital touchpoint that ultimately interacts with existing business systems, Deloitte Digital and Lamborghini upgraded the customer experience to a human one. All the latest designs are available to the whole dealership network to improve sales and servicing procedures. Early findings have shown new sales prospects and allowed Lamborghini to communicate with clients in a more personalised one-to-one manner. These new platforms also span all paths and phases of the customer experience since they constitute the foundation for a complete, scalable ecosystem of platforms.

In addition, Lamborghini developed the “Unica” app. According to Lamborghini (2020), Lamborghini Unica is the best way to immerse yourself in the Lamborghini universe while being up to speed on all the company's newest product news, activities, and events. Its intelligent and user-friendly design also includes customised information, remote automobile connections, and a range of other outstanding features that will further distinguish the Lamborghini universe. Because each Lamborghini is a work of art, they feel customers should appreciate all their vehicles at any time. As a result, Unica contains a unique feature called My Garage, which allows users to view all their Lamborghinis in a virtual garage on their smartphone and explore their numerous aspects and features. Model previews, racing updates, customer service, and even trip-tracking software are all available to guarantee that every Lamborghini journey is more essential than the destination.

4.2.3 Ferrari

Continuing our exploration path of the luxury customer journey, let's now analyse Ferrari, a brand that cannot be missed within this sector. Ferrari, unlike Lamborghini, is outside the Volkswagen group. As seen above, it is also between the most robust brand on social media, together with Lamborghini and Porsche. With Ferrari, we chose to look at other points than previously, even if it excels in the analysed ones. As shown in the previous customer journey map, we concentrate on the touchpoints of events and auto shows and their business goals in the awareness and consideration phases.

To continue the road and its phases, we shall discuss another significant strength of the Ferrari, the dealership, and its related organisational operations.

All of this while never losing sight of Ferrari's true strength: the Brand. It is crucial for the awareness phase in this situation, but it will undoubtedly influence the entire journey.

According to Quattroruote (2020), Ferrari has been named the most influential brand globally among the 500 brands with the highest economic value for the second year in a row (2019 and 2020). The creator of this ranking is Brand Finance, a leading consulting business. "Ferrari continues to be respected and wanted all around the globe, and its outstanding strength reflects

this," says David Haigh, CEO of Brand Finance. "It's no wonder that many people who could never afford a Ferrari automobile want a purse or a watch with the Prancing Horse logo. However, the company's management must have a firm hold on the brand's future and its distinctive positioning by closely monitoring the outcome of the licensing ". The consulting firm calculates the value of a brand by calculating the net benefit to the owner of the future license and measuring its strength compared to its competitors.

According to Ferrari (2019), Enzo Ferrari claimed it would undoubtedly be red if a kid designed an automobile. The red Ferrari has evolved into a mental image, a distinct hue. It's the colour we think of when we think of red. Red has been associated with speed and sports spirit for almost a century. The government adopted the colour "red race" in the 1920s to differentiate Italian vehicles in official races. In sports, recognition must be instantaneous. The first institutional rules established that French teams competed with blue, German teams with white, English with green, and Belgian with yellow. The red hue shines out more than any other, and it can be seen from a long distance. What makes one colour more effective than the others? The only way to find out the answer is to turn the question upside down. The red Ferrari became famous not because it was a better colour than other racing cars but because the prancing horse's sports triumphs created a link between red and a specific set of meanings and values. So, let's analyse where all this admiration comes from, examining past and present victories. We rely on the Scuderia Fans website to explain the history of Scuderia Ferrari. Officially founded by Enzo Ferrari in the autumn of 1929 under the name "Società Anonima Scuderia Ferrari", the Italian team was successful from the start, with significant victories in several international competitions, before making its Formula One debut at the 1950 Monaco Grand Prix, which was held on May 21 in Monaco and was the second round in Formula 1 history. Scuderia Ferrari is the only team in Formula One history to have competed in every season: 931 starts (as of the start of 2017), 16 constructors' titles, and 15 drivers' titles have made Ferrari the most successful and significant team in the sport's history. On and off the track, Michael Schumacher's Ferrari career was marked by a litany of joyful moments and several times of unrivalled brilliance. Between 1999 and 2004, the Scuderia won six consecutive constructors' championships. Michael Schumacher established himself as a leader for Ferrari, winning five consecutive world championships by 2004, a feat that had never been done before and continues to be unique. In addition, Ferrari participates in other competitions, some of which are specifically designed for customers. According to Del Bello (2020), Ferrari hosts various events to improve the experience of new customers and increase the loyalty of existing customers. It provides a diverse selection of exclusive events, including gala presentations and driving experiences and driving classes, racing competitions, and track days. The single-marque championship Ferrari

Challenge, the Corso Pilota, which offers owners professional driving instruction split by various levels of expertise, and the Corse Clienti project, divided into the XX and F1 Clienti programmes, are among the motorsport-related events. The XX is held over a series of track days at some of the world's most historic racetracks, with Ferrari selling extreme and minimal track versions of its most legendary cars. The F1 Clienti program allows Ferrari customers to acquire Formula 1 cars from previous seasons directly from the Scuderia and drive them on Ferrari-organized track days. In addition to the track activities, Ferrari hosts gala dinners and cocktail parties for all attendees. Emblematic of this was the event "Universo Ferrari" of 2019. According to Ferrari (2019), Universo Ferrari, the first exhibition devoted to the universe of the renowned brand, opens its doors at the historic venue for special visits, is the finest present that Ferrari could give to its customers, fans, and enthusiasts. To add to the uniqueness of the experience, the exhibition will be staged on the edge of the famed Fiorano racetrack in a massive building designed expressly to reflect the various realities that make the House of Maranello distinctive. The founder's major passion, the races, is the starting point from which everything began. The Scuderia Ferrari is represented by the SF90, the current F1 single seater, in the centre of a vast auditorium. The myth's origins are revealed in the next room. You visit the realm of "Classic Ferrari," the renowned workshop that oversees the transformation of Ferrari models into automotive icons and ensures that they are properly restored and maintained. The undoubted star of this show is the 1962 Ferrari 250 GTO, the most expensive antique automobile sold at auction, as we highlighted in the second chapter. However, owning a Ferrari entails more than just the car's worth and elegance. It entails joining a group of like-minded people. The other chamber is broken into two sections, telling two sides of the same tale. A 2016 LaFerrari Aperta embodies the character of those consumers who like the thrill of driving in conjunction with unique and special experiences. In the second area, a 2017 FXX-K Evo embodies the competitive mentality of individuals who strive for the best results. The 2018 Ferrari Monza SP1 and SP2 mark the end of the exhibition since they are the progenitors of "Icona," a new limited special series that traces a link between Ferrari's history and future. The Ferrari museums of Monza and Maranello also deserve mention on this ground.

These were some touchpoints' examples of the fulfilment of Awareness and Consideration stage, creating striking and original marketing campaigns, events, and displays.

Now that Ferrari increases awareness, brand interest and dealership visits, it's essential to understand how these are retained and effectively improved. We decide to explain the dealership perfection along all the journeys with Ferrari, showing the efficacy of the so-called "Atelier Ferrari". Following Del Bello (2020), Ferrari's dealership network is currently not owned by the company. Still, it is regulated through licencing and franchising agreements that

include explicit criteria for personnel appearance, facilities, layout, and interior design finishes. Dealerships also have lounge rooms where customers can spend time physically during the purchasing process while relaxing in a sophisticated environment. Every facility is kept to the most excellent standards to represent the brand identity.



Image 33 - Ferrari Atelier Example. Ferrari (2019)

Ferrari (2019) states that the Atelier is a private area distinct from the dealership's main showroom. The first step on the inside is to choose a colour. Customers frequently have a preconceived notion of what they desire. Large sample panels produced with the same vehicle painting process may be found in the Atelier. The colour of the body is then matched to the inside selections. There are several varieties yet again. In massive proportions, you may compare natural leather with Alcantara. The customer must witness the combo in action. Many individuals enjoy handling materials, so this step is both tactile and valuable. After you've decided on the case's options, you'll go on to the configuration suite. A powerful computer is utilised to replicate the customer's customised specs on an enormous high-definition screen. The automobile is sitting outside Enzo Ferrari's house, and you may personalise it down to the last detail. You can see your perfect Ferrari on the track and the road day and night once you've configured it. The Atelier Ferrari's customising experience is an actual customer-friendly event. The term "Atelier Ferrari" refers to the process of changing a new Ferrari into the automobile of your dreams. Through these refined and exhaustive dealerships, we've seen how Ferrari can accompany the customer throughout the customer journey without missing anything, highlighting a different aspect of customisation.

4.3 Coming Improvements

The purpose of the last paragraph is to examine some emerging trends in solid digital growth. We'll show how they're increasingly enhancing the customer journey by starting with E-sports and progressing through the "Best Car Configurator" to Blockchain and NFT. New technologies enable more tailored, instantly accessible, and highly immersive experiences. Furthermore, regarding Blockchain, there is the prospect of expediting verification methods proven to be time-consuming and costly. As we have done throughout this fourth chapter, we shall present practical instances of certain OEMs.

4.3.1 E-Sports

According to Del Bello (2020), one of the consequences of the quarantine period for the racing business, and indirectly for automotive firms, is that it has brought E-sports to the forefront, speeding their growth even further. This, combined with other marketing efforts, has proven to be a successful means of attracting a younger audience to a sport losing popularity. This discipline's worth has allowed young people to participate in a sport that most could never afford. Sim-racing contests have grown in popularity in recent years. Platforms have proliferated as well. During the quarantine period, various races and championships have been organised involving professional sim-racers, official racing drivers, and current and past motorsport legends from Formula 1 and beyond to raise funds for charity and keep motorsports fans entertained. Ferrari's engagement in virtual racing has grown, including both Formula 1 charity events and the SRO E-Sport GT Series. Bentley has also confirmed its participation in the 2020 SRO E-Sport GT Series. Lamborghini has always strived to develop its reputation on elegance, grandeur, and speed, according to Leporati (2020). In partnership with the video game "Assetto Corsa Competizione," the luxury sports-car manufacturer announced the start of its first-ever esports series, dubbed "The Real Race," in 2020. Katia Bassi, Lamborghini's chief marketing officer, stated, "This is entirely consistent with Lamborghini's objective to be closer to brand enthusiasts and the younger generations."

Lamborghini's automobiles are not exactly affordable to the average public. Still, Bassi believes esports may help the brand become more popular among various demographics and provide valuable marketing data. "The fact is that this will undoubtedly be a nice aspect to increase in terms of brand knowledge and involvement. And having data to build predictive marketing is a huge plus. We want to be even more accurate than we are today, so the more we know about what our fans want to see from us, the better."

As software development progresses, the audience will grow beyond the existing limits, where the great majority is relatively young. Highly developed platforms need a continuous level of

engineering expertise for vehicle setup, which is expected to rise in future generations. In this young business, most automakers are taking their initial moves. To many, it may appear to be simply another promotional channel, but it has the potential to become much more than that in the future.

4.3.2 The Best Car Configurator

According to MHP, a management and IT consulting company (2020), and the sports car manufacturer, Pagani launched the new real-time configurator "Pagani Immersive Experience Platform" to all Pagani dealers globally in November 2020. Customers may joyfully create specific Pagani Huayra Roadster versions on their home computer or with a dealer in a virtual showroom, considering all required characteristics and eventually picturing the customised, true-to-life Hypercar.

To begin, Pagani hopes that the new configurator will provide consumers who value exclusivity with an exceptional and one-of-a-kind customer experience, enhancing their brand loyalty even more. Second, the goal is to assist dealers in impressing potential customers with a personally designed Hypercar in the virtual showroom during the information phase.

All of this is made possible by combining several cutting-edge technologies. The MHP Elastic Content Platform, for example, is the configurator's core (ECP). This virtual showroom was explicitly created for the project and included a variety of immersive experience technologies. Epic Games' "Unreal Engine" game engine was utilised for the implementation. It supports NVIDIA's RTX (Real-Time Raytracing) technology, one of the most popular graphics chip features. The Google Cloud Platform makes the application available online as a 3D Livestream. Thus, high-quality, real-time visualisation may be provided reliably and safely.

According to Wenz (2020), buying a Pagani car is like getting a tremendous tailor-made suit. It's a one-on-one experience that revolves around customising and creating something truly unique, and it necessitates a thorough understanding of the client's desires. Customising a hypercar is a one-of-a-kind experience that allows customers to express their taste down to the last detail. "Whether clients visit the plant or just go to the local dealer, Pagani provides the finest possible experience," says Stephan Baier, MHP's head of immersive experience. "Smooth installation, a user-friendly interface, system reliability, and hyper-realistic visualisation were among their essential needs for the development of the new configurator." MHP believes this will soon be the standard for all marketing content creation. "We don't see pre-produced product-related material anymore," adds Baier. "We expect that all product-related content will be provided on demand and in a tailored manner in the future." It doesn't take much imagination to believe in this idea. The cost savings from not pre-produced content would be enough to get

brands' attention. Furthermore, advertisements like this automatically deliver a better-focused experience suited to the viewer's preferences. "Only real-time technology like Unreal Engine makes this feasible," explains Baier.

Following Del Bello (2021), the technology's potential uses are endless. In terms of luxury automobile marketing, Pagani and MHP have realised an important tool that may substantially improve the customer experience while also serving as the foundation for future improvements and services. As Epic Games' ambition of providing creators with the most efficient and user-friendly platform possibly takes shape, these connections will become increasingly common. With the arrival of a Metaverse, the digital experience might truly replace the face-to-face one, especially in market sectors like luxury cars, where a personal and personalised approach is now a must. Younger generations will demand this digital integration as more personalised customer service.

4.3.3 Blockchain and NFT

According to IBM, Blockchain is a shared, immutable ledger that facilitates the process of recording transactions and tracking assets in a business network. An investment can be tangible (a house, car, cash, land) or intangible (intellectual property, patents, copyrights, branding). Virtually anything of value can be tracked and traded on a blockchain network, reducing risks and cutting costs for all involved.

Following Del Bello (2020), the supply chain management of all car manufacturers might be broadened beyond raw material source validation. For example, consider the structure of the lengthy and complicated value chain that each carmaker manages around a single standard accounting. Having a single file that would be continually updated and available to all parties would undoubtedly make the entire manufacturing process more efficient and error-free.

Blockchain can help luxury automobile makers create a one-of-a-kind database for vehicle servicing histories. As highlighted, the significant value of the used luxury automobile market is critical in deciding whether cars retain or degrade in worth. Linking an automobile to the producer through blockchain enables the managers to authenticate any maintenance work performed.

A comparable software would also provide tamper-proof odometers, a thorough track record of every previous owner, and any other important information about every vehicle.

According to Salesforce (2019), Lamborghini is adopting Salesforce Blockchain to verify the authenticity of antique vehicles. When a Lamborghini is resold, it is frequently subjected to 800-1,000 examinations at Lamborghini's headquarter in Sant'Agata Bolognese. To heal the historical record and check all the components and guidance of each unique car, Lamborghini

specialists must collaborate with a vast network of resources (photographers, auction houses, car dealers, repairers, newspapers, and journals) to execute these in-depth safety checks. This time-consuming approach has prompted Lamborghini to use Salesforce Blockchain to establish a secure connection among these dispersed collaborators, allowing Lamborghini to verify every historic car faster and more securely than ever before.

Much of the customer's journey in the luxury vehicle market depends on the intimate relationship with the producer, dealers, and other parties engaged at various levels. This approach demands as much faith as it necessitates human connection. However, the two are not mutually exclusive, and technical application might benefit both parties in diverse ways, independent of the "trust" aspect. Together with the other factors stated above, changes in consumer data might have a significant influence on long-term corporate marketing strategy.

The NFTs have been around for a long time, but it wasn't until 2021 that this field took off. And this technological trend, which is directly related to cryptocurrencies and blockchains, among other things, is increasingly influencing each industry in a variety of ways.

Following Sharma (2021), non-fungible tokens or NFTs are cryptographic assets on a blockchain with unique identification codes and metadata that distinguish them from each other. Unlike cryptocurrencies, they cannot be traded or exchanged at equivalency. This differs from fungible tokens like cryptocurrencies, which are identical and can be used as a medium for commercial transactions. The unstoppable march toward digitisation continues here, and some automotive luxury players have already moved on this. However, we have a few indications because we are still in the early stages.

According to Nugnes (2021), Ferrari will have a new Premium Partner in 2022: Velas Network AG. Thus, the Italian company is linked to a worldwide leader in the blockchain and NFT sectors, which has distinguished itself for the performance and innovativeness of its services, attributes that bring it together with the Maranello team. The multi-year deal calls for unique digital material for Maranello fans.

Lamborghini also worked on a project, as per Lichene (2021), that included the NFT. Lamborghini staged an online auction on September 25, 2021, and the treasures of the Ferruccio Lamborghini museum were digitised and "minted" as non-fungible tokens. The historic automotive company released the NFT from Sant'Agata Bolognese to bring Lamborghini's originality of design and art signature to the general audience. The auction was hosted on the Elysium Bridge platform, an official partner of the brand. It was a once-in-a-lifetime opportunity to immortalise, even digitally, some priceless museum treasures.

To conclude, following Del Bello (2021), digital assets provided by new technologies provide an unmatched opportunity to enhance the brand and customer journey. This means that

businesses may provide different information to different audiences, significantly personalising the experience. Owners are looking for one-of-a-kind products to boost their feeling of belongingness and the value proposition itself, something more to attract the interest of fans and aficionados.

These trends, sometimes needs, with a solid digital footprint, presented in this last paragraph, are growing strongly and will be crucial for the near future of the customer journey in luxury automotive.

5 Porsche Excellence in Customer Journey

5.1 Management and Customers

We have reached the top of our project, the excellence often mentioned in earlier chapters. Porsche's excellence in customer care and the customer journey will now be explained. We begin with the foundations and company culture that allow it to give such an experience to the consumer. After a quick historical review, including racing successes and current models, let's look at Porsche's incredible performance in the last years, especially in response to the Covid, with an overview of Europe and a specific focus on Italy. Before beginning the actual customer journey, we must first determine the client profile. We find it by analysing sure tales and data, also based on the testimony of Antonella Pivaro, Customer Experience Manager of Porsche Italia, and then illustrating the ad hoc path created around it.

5.1.1 From the Origin to the Present

"I couldn't find the sports car of my dreams, so I built it myself."

Ferdinand Porsche

According to Porsche Newsroom (2018), the Porsche brand was established in 1948. Nonetheless, the sports car manufacturer's basis is founded on Professor Ferdinand Porsche's life's work, which his son Ferry then continued. As early as the turn of the century, Ferdinand Porsche designed ground-breaking advancements for the automobile industry. In 1900, he created the Lohner-Porsche, an electric automobile with a wheel hub drive that he would later use as the foundation for the world's first all-wheel-drive passenger car. In the same year, he developed a combination petrol-electric engine, which served as a pattern for hybrid automobiles. Ferdinand Porsche established his engineering firm in 1931. His vision for a sports automobile bearing the Porsche name began with the "Berlin-Rome Car" shown in 1939, yet his goal was eventually realised by his son Ferry in 1948 with the Type 356.

According to Icon Wheels (2014), manufacturing was shifted from Austria to Stuttgart in 1951, coinciding with Ferdinand's death. The 550 was manufactured two years later. It is most remembered for earning the German House its first significant victory (Targa Florio 1956) and being the last car driven by James Dean, as highlighted before, who died in a car crash in 1955. The Porsche 911, created by Ferry Porsche's son Ferdinand Alexander, was the successor model to the 356. It was the Porsche 911 that ultimately cemented the company's position as one of the world's premier sports car manufacturers, both in terms of technology and design. The Porsche 911, initially introduced to the public in 1963, has already been produced over a million

times. The 911 proved to be a winning four-wheel myth in competition, but it was also practical daily. In the first half of the 1970s, Porsche solidified its position as a motorsport powerhouse, winning four Daytona, two 24 Hours of Le Mans, two Targa Florios, and another Monte Carlo Rally with Waldegrd in 1970, confirming previous years' victories. Successes will continue to multiply in the years ahead, till the conclusion of the 1980s. We've seen why the so-called "bloody races" were highlighted in the previous chapter. Porsche began to focus more on production series in the early 1990s, overshadowing racing: the 911 benefited from various technological advancements, with the only significant triumphs coming in 1991 at Daytona and 1994 at Le Mans. The last three wins of the century in the renowned 24 Ore were between 1996 and 1998.

The Boxster spider, the first vehicle from the House of Zuffenhausen to have liquid cooling, was introduced around the same time. Porsche has grown into a large car manufacturer capable of producing products for various customers with the third millennium. Even if it doesn't reject the car racing. In 2002, debuted the Cayenne, the brand's first SUV and the first luxury sports SUV, which was later also offered in a coupé version. The following year, the Carrera GT debuted, a technological showpiece equipped with a 5.7 V10 engine producing 612 horsepower. In 2009, it was the Panamera four-door grand tourer's turn, which was subsequently revived also in Shooting Brake key. Three years later, Volkswagen bought the company outright, and in 2013, the 887 horsepower 918 hybrid supercar and the small Macan Sport Utility Vehicle (SUV) were unveiled.

Almost all models were introduced in hybrid variants in the following years. Finally, in 2019, the Taycan, an all-electric touring vehicle, was unveiled, followed by the Taycan Cross Turismo in 2021 and the Taycan Sport Turismo in 2022, in the Shooting Brake variant.

Following Porsche Newsroom (2018), "despite the 911's steady development over the decades and countless enhancements with new, creative technology, no other car has managed to keep its basic spirit in the same manner as the 911," adds Oliver Blume, CEO of Porsche. "This sports vehicle serves as the foundation for all Porsche models currently in development and the future. The 911 has become the sports vehicle of dreams as the brand's centrepiece, gaining the hearts of fans all around the world."

Among the aspects that have already been underlined in previous chapters and must be reaffirmed by talking about history and the past, we have that most Porsches manufactured are still on the road and that, especially some models, have incredibly high resale prices.

From a historical and organisational standpoint, we want to say only what we have mentioned because our emphasis in the Porsche instance is on customer journey excellence. In any case,

it's important to remember where we started to comprehend where this excellence originates from.

5.1.2 Reaction to Covid

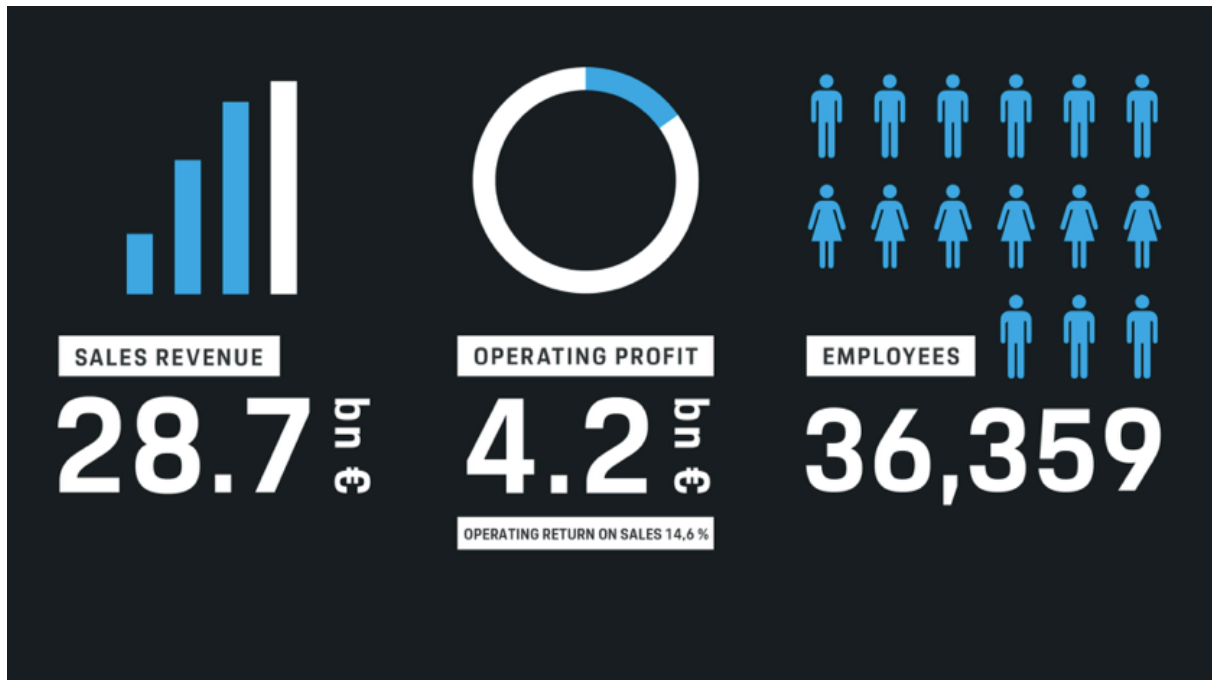


Image 34 - A brief overview of the deliveries, production figures, employees and finances of the Porsche AG Group. Porsche Newsroom (2021).

Despite Pandemic, Porsche had a successful 2020. According to Porsche Newsroom (2021), with 272,162 new car deliveries, Porsche was just 3% down than the previous year's record level. With an operating profit of 4.2 billion euros and a return on sales of 14.6%, the firm remained very wealthy. Unrivalled figures in the industry represent a huge triumph for the whole team. In a challenging climate, the team has remained unified, demonstrated fighting spirit, and remained committed to the mission at hand. This indicates that, despite the coronavirus crisis, the current financial year was the second most successful in the company's history. The foundation for this achievement is a youthful and appealing product range, the successful debut of the all-electric Porsche Taycan, and the brand's powerful charm. According to Brand Finance (2021), Porsche is by far the most valuable luxury & premium brand, with a brand value of US\$34.3 billion, much ahead of second-ranked GUCCI (brand value down 16% to US\$15.6 billion).

Sales in the European area (excluding Germany) remained remarkably consistent. Porsche delivered a total of 55,580 automobiles in this region. Compared to the previous year, this marked an only 4% drop. With 17,444 cars, the Cayenne was the most popular. Customers were given 13,050 Macan automobiles. Taycan was already third in its first year, with 9,714 vehicles.

This was followed by 911, which had 8,623 units. The 718 mid-engine sports vehicles were delivered in 3,933 units. A total of 2,816 customers received their Panamera. The E-Hybrid models were once again quite popular in this market, accounting for 64% of the Panamera and 52% of the Cayenne.

Porsche delivered 26,152 automobiles in its native market of Germany. This reflects a 17 per cent decrease from the previous year. The Taycan was in strong demand, with 3,294 units being delivered. The Porsche 911 was the best-selling model, with 7,351 units sold. With 5,620 automobiles, the Macan came in the second position. This was followed by the Cayenne, which sold 5,243 units. 2,842 buyers received their 718 Boxster or 718 Cayman, while 1,802 received their Panamera. 702 were Sport Turismo versions, accounting for 39% of the total. E-Hybrid shares were similarly high: 59% for the Panamera and 39% for the Cayenne. Porsche shipped 5,815 automobiles in Italy last year, a 13% decrease from the previous year. 372 Taycan cars are also included in the total. The Macan was once again the best-selling model, with 2,195 units sold. There were 1,391 Cayenne automobiles delivered. The iconic sports car 911 witnessed a rise in deliveries: 1,213 units, or 3% more than the previous year, were given to consumers. 371 buyers received their 718 Boxster or 718 Cayman, while 273 received their Panamera.

Other European noteworthy statistics include:

- France has the most significant E-Hybrid market share of any Porsche market.
- The coronavirus epidemic impacted Spain and Portugal especially hard.
- Taycan is acquiring a solid foothold in Switzerland and Northern Europe.

However, the stunning results of Porsche were not the result of chance. As pointed out by CEO Oliver Blume, "More than ever, what is needed today is a commitment to society and our fellow human beings. Looking out for each other and taking responsibility, just like in a family. These values apply beyond the factory gates." Porsche adopted a defined approach for dealing with the effects of the coronavirus outbreak. All relevant measures were taken methodically. The workers were fully engaged. During the height of the crisis, Oliver Blume sent out a weekly video message with the most up-to-date information on the situation. The internal Carrera media also provided daily updates. Communication has always been and continues to be a vital function at Porsche. "Everyone in the firm must be up to date," explains Oliver Blume. The importance of information, direction, and transparency cannot be overstated."

These corporate rules, simply defined by the CEO's remarks, are the foundations that have allowed Porsche to achieve exceptional customer care and satisfaction accomplishments reflected in financial performances.

5.1.3 Customer Persona

As previously said, before you can build a helpful customer journey, you must first understand the target to which you are aiming and the objectives with which you are doing so.

According to Antonella Pivaro, Customer Experience Manager at Porsche Italia, there is no swinging trend, but customer type is essential. In Italy, the average age is 57.3, with 89 per cent of men. Then, again, it is dependent on the model. Women account for 12% of the Boxster buyers, the highest percentage of females, 7 per cent for the Panamera, 5 per cent for the Taycan, and 7 per cent for the 911. Taycan has the lowest age, 52.

We see how Porsche tries to intercept additional consumer targets later. Instead, we are now focusing on the present ideal consumer target, creating a client persona that is as authentic as possible. According to McLachlan (2021), a customer persona is a fictional character that represents your target market. This identity is made up, but it is based on extensive study on your target audience. You won't be able to get to know each customer or prospect. However, you may construct a customer profile to reflect your consumer base. We based it on a narrative recounted by the Porsche centre in Padua under the Porsche Garages - Episode 1, Walter Poli, and a following personal conversation with Mr Walter Poli.


CUSTOMER PERSONA		
<p>BACKGROUND • DEMOGRAPHICS</p> <ul style="list-style-type: none"> - 50 years old - Padua, Abano Terme - General Manager of the 5-star Hotel Tritone in Abano - Sportiness, performance, and elegance describe my style of being and thinking about cars 	<p>WALTER POLI</p> 	<p>PURCHASE PROCESS</p> <ul style="list-style-type: none"> - Ideas/opinions exchanged with a limited number of friends - Some indirect rather than direct influence - I chose autonomously, having a thorough knowledge of the brand - Only setup and optional items addressed by sales consultant - I join official events - I don't consider myself an influencer; instead, I like driving
<p>GOALS</p> <ul style="list-style-type: none"> - Intercept the demands of the client and form an always suitable proposal, without forgetting the canons of luxury, in the evolution of time - Continuous development of proposals and abilities in the sector of luxury hotels 	<p>HOBBIES AND INTERESTS</p> <ul style="list-style-type: none"> - Sports cars - Sport - Travel, in little free time - Motorbikes 	<p>MAJOR FEARS</p> <ul style="list-style-type: none"> - I have no significant anxieties since I am an optimist - I believe I've seen the worst of it; the next of the voyage should be easier

Table 35 - Customer Persona, Walter Poli.

Walter Poli is an example of a Porsche consumer who is enthusiastic and loyal.

Indeed, not all clients are like him, but we can learn a lot from his tale.

Walter Poli (2021) received his first Porsche tractor toy when he was ten years old and has been in love with the brand ever since. The small toy inspired him to want a real Porsche Junior tractor. Not so much for the sole purpose collection as it was for enjoyment since so many emotions had given him the small toy. His adventure began there. At 30, he purchased his first Porsche, a 996 with Tiptronic transmission, in black with black interiors.

After the 996, he owned other Porsches, including a 4S with manual transmission and a magnificent white GTS with black rims and PDK transmission. He bought a Cayenne after the GTS since the family had grown and needed more capacity. So, along with the Cayenne, he chose to take an enormous jump in taste, moving to a total sports vehicle, given that he already had comfort at home. He decided to acquire a rare 993 since it was the last air-cooled car and has always been a symbol. These standards were satisfied by the 993 Turbo. He discovered this automobile in Padua with 50 thousand kilometres, from 1995, and 430 hp.

The transition from a GTS to a 993 Turbo is a step back 20/25 years, and it's fascinating to go from a modern car to a classic one. The performance qualities and comfort are somewhat less, the power is lower, the brakes are sticky, it's a little of a throwback to the past, with a beautiful taste, when you lock the door, and you hear these noises that are not replicable telling you.

Mr Poli sees the Porsche brand as a blend of characteristics representing its way of being and experiencing an automobile, resulting in sportiness, performance, and elegance.

According to the personal interview, it is a passion that has endured for many years.

Walter Poli is 50 years old, has a family, and is the General Manager of the 5 Star Hotel "Tritone" in Abano Terme, in the province of Padua. Its Turbo 993, as previously said, is put in a context distinct, being a collector's automobile with a high market value.

Mr Poli stated that he chooses the automobiles he purchases owing to his extensive understanding of the Porsche brand. The sales consultant just actively works with him on the options to choose. Currently, for example, he picked a more comfortable, compared to the shell, less sporty seat for his 911 GT3 Touring. As a result, it is essentially configuration recommendations, such as selecting a sporty automobile without the original spoiler. Mr Poli always purchases from the Porsche centre in Padua, with whom he has a friendship and with whom he is always up to date on the latest models. He does not consider himself to be an influencer. He buys the automobile only for the pleasure of driving it. He only communicates thoughts and opinions with a small group of friends, and he only offers recommendations when required. As a result, he is subjected to more indirect than direct influence. In addition, he takes part in official events and demonstrations of the Porsche Padova centre's numerous models. Sports, leisure travel, and motorbikes are among his hobbies and interests, in addition to sports

vehicles and Porsche. He is an optimistic person who believes he has probably been through the hardest and thinks the journey is downhill. Among the aims and future initiatives is the constant enhancement of a luxury hotel proposition that is always up to date. Walter Poli is the epitome of a loyal client.

In the following paragraphs, we will meet different categories of clients, including those that Porsche is attempting to intercept with ad hoc techniques.

As previously reported by Antonella Pivaro, the lowest age is on Taycan. Following her speech, the situation for electricity is a little different because many people who buy electrical are repeat customers. The case is different between an electric vehicle and a hybrid vehicle. Adults may be more convinced of a hybrid, but they doubt an electric car. According to official Porsche data, the Taycan has a high proportion of repeat buyers, with a total average of 28%, or slightly under 1/3, excluding third-party and private sales. The interception trends include Taycan's target. This speech also discusses how dealers must prepare spaces and charging places for clients. We're already halfway through the customer journey. What do I tell a customer who has to wait an hour for a car to be recharged while running low on fuel in 5 minutes?

We're talking about a world where the driving experience, the classic car, is no longer the only thing to consider; there are several other factors. The vendor must assess the demands of the consumer who has requested power. Given the infrastructure in Italy, multiple feasibility analyses are required for electrical. If it is the only car, the vendor must be excellent at listening to the customer's needs: habits, use, work, consumption, and daily kilometres.

This caring will be considered later through the customer journey.

5.2 Customer Journey

Despite its cyclical and non-linear structure, we try to explain the customer journey in Porsche in a linear sequence to provide a more straightforward scholastic comprehension. Starting with interviews with Davide Molaro, PEC Franciacorta Marketing Manager, and Antonella Pivaro, Customer Experience Manager of Porsche Italia, and integrating Porsche data, stories, and official information, the route is described. We walk along the various stages of Awareness, Consideration, Decision, Delivery & Use, Loyalty & Advocacy, with the Personalisation stage above all. Take always care of the customer is what makes the difference in Porsche. As a result, it acts by identifying the essential activities. These must-haves must be present and consolidated in all dealers and stores, with as comparable an experience as feasible. The journey of the European customer, especially in the Italian landscape, will ultimately be complete and seamless. After this journey, everyone will see the excellence of Porsche's pioneering approach.

5.2.1 Awareness

Even if, as previously said, the boundaries of the various stages are permeable and specific projects and campaigns are carried out with diverse goals in mind, we strive to provide clarity by describing them individually.

Following Antonella Pivaro, we start by defining the idea that supports the whole Porsche customer journey: allowing the air and brand values to breathe and transferring them throughout all stages and leading the consumer to excitement. The customer journey is stated before delving into the specifics of the touchpoints, yet this idea serves as the basis. Porsche seeks to broaden its consumer base with a strategic project focused on diverse clusters to capture a younger and female audience. As previously said, the average age of the Porsche customer is high, even if there is a considerable variation depending on the model line. A younger customer remains a longer customer, which Porsche aims for while maintaining the existing one. The first customer journey stage is awareness, which tries to obtain new leads by targeting a new audience. This is mainly accomplished through social media, internet advertising, and above-the-line institutional communication.

There is recognition of a need that must be satisfied, and the organisation must try to meet it by showing that it can provide exactly what the consumer requires.

As mentioned in Chapter four, Porsche has a solid social media presence and was the first luxury vehicle firm to launch a YouTube channel in 2005, showing to be a pioneer.

According to Del Bello (2021), in terms of marketing, the company's and its decision-makers capacity to predict and potentially influence tremendously important trends has not only rescued it from bankruptcy in the 1990s but has also propelled it even farther to become the behemoth it is today. Porsche appears to be constantly two steps ahead of the competition, establishing rather than following trends. One approach is to obtain exposure to the correct population in this scenario. A young one who will grow up to become a prospective consumer base in the future. Right now, the two platforms for doing so are Instagram and TikTok. Posting frequency on most platforms has a little statistical impact on engagement or following. A linear regression demonstrates a substantial positive link between material released and interaction on YouTube, where Porsche does not have the largest channel but by far the most videos. In terms of content, Porsche's formula for success is a unique blend of storytelling, racing spanning from GT Endurance to LMP Competitions, Client Racing, automotive heritage, Formula E, and, of course, Electrification, which is gaining tremendous popularity today. This is well-developed, with the message and delivery tailored to the specifics of each platform, using firmly also the gaming world.

Talking about institutional communication, The Porsche Newsroom has been the central information resource for journalists, bloggers and the online community since 2014.

According to Porsche Newsroom (2019), the website acts as a business blog, social networking hub, and download centre all rolled into one. Users will discover a complete supply of words, photographs, and videos that is always up to date, well displayed, and does not require a password. The most important new feature and a more modern look and greater speed are the improved media search function. A more refined search feature provides immediate access to substantial data content. Porsche is also augmenting its Newsroom with its video portal, "NewsTV," allowing users to view clips on an integrated player, embed them on websites, and distribute or download them for editorial reasons. Special events can also be watched in real-time across the world via a live feed.

As is typical, the website is fully responsive and thus accessible on all devices. Porsche has also entirely redesigned the Newsroom app to allow quick access while on the go. Users may now subscribe to push alerts using the updated version. This guarantees that they are constantly up to speed with the most recent information and not miss any breaking news. Download links may be distributed simply via email so that journalists can incorporate the app into their work processes as efficiently as possible, widening the scope of their newspapers. A weekly email message also summarises the most important weekly news. You may sign up for the newsletter at newsroom.porsche.com/newsletter. According to Del Bello (2021), the brand's excellent attention from third parties and automotive journalists is an essential component. It started in 2013 with the 918 Spyder and continues with records and significant accomplishments. Whether it's a positive review from Top Gear's Chris Harris, an incredible collection of drag-race records on Carwow (one of the largest automotive-related YouTube channels), or accolades from other internet celebrities. All of this leads to the brand's reputation as one of the best performers in the world, consistently at the top of its game. We are at the crossroads of awareness and consideration in online advertising. We put them into the following phase for a consistent plot, bearing in mind that the initial half of the campaign, relating to banners and advertising, would be contained here.

5.2.2 Consideration

After the Awareness phase, you enter the first of four institutional stages of the Porsche customer journey, the Consideration phase. The management part of the negotiation, sale, purchase, maintenance and repurchase is where you look at the most standard, institutional audience.

After intercepting the new audiences and having them intrigued, it is necessary to bring them within the Porsche world to acquire them physically.

The clients, in this phase, want to evaluate and compare alternatives and brand experience.

We begin to characterise this phase by picking up where we left off, moving from awareness to consideration. The transition from PoS to PoE will next be addressed, along with the "lost lead reason" and ending with exogenous occurrences and those created for new targets.

Following Antonella Pivaro, the awareness phase is carried out with strongly digital campaigns via social, advertising and events transmitted in digital format. The next step is supported by the events held at the various dealers according to central guidelines in terms of location, catering and equipment. They must also be spread over 3/4 days equal for all. This type of event, which aims to bring new customers into the company, should not be confused with product launch events with more purpose than loyalty. This is the procedure that overlaps between the two phases.

Through central landing page campaigns, banners and advertising aimed at a specific audience, the concept of the event is communicated. Interested customers are invited to fill out a simple form through these banners. The completed form arrives at the company, and if interest is shown, the customer is contacted by phone by a specialised partner and invited to an event through a practice called "follow up". Then comes an official invitation from the dealer whom the interested party indicated in the form. Acquiring an audience means looking to the future. Engaging 360 degrees may not always imply obtaining a consumer who buys right away, but it does start a process in which the customer becomes a part of the brand. The "Porsche on Board" project is part of this.

According to Porsche City Life (2021), Porsche on Board, the event dedicated to all water sports enthusiasts that Porsche Italia launched in 2019, returns with a season packed with excitement and news. Starting with the format, this year's "Porsche on Board" will reach the heights of the most evocative Italian Mountains, rather than only waves, beach, boards, and sails. Customers and fans may enjoy pure pleasure and learn more about the Porsche E-performance line, including the Cayenne E-hybrid and Cayenne E-hybrid Coupé, Panamera E-hybrid, and Taycan, at each of the seven calendar phases (4 sea stages and three mountain stages). For the first time, the flexible off-road version of Stuttgart's first electric vehicle, the Taycan Cross Turismo, will be available for testing. The Porsche Village will be the gathering point for booking your test drive or trying your hand at other disciplines: from kiteboarding to eFoil and hydrofoil for the coastal portions to hiking, trekking, and excursions with the Porsche e-bike for the altitude parts. "After a tough year that has led us to extended periods of seclusion at home, I am delighted to discover our consumers and all admirers of our brand in a setting of

pleasure and enjoyment, but with necessary and meticulous safeguards," says Massimiliano Cariola, Porsche Italia's Marketing Director.

Leaving aside for the moment the PEC of Franciacorta, which could be cited at any stage, I want to talk about the new Porsche City Life, Porsche Now and Destination Porsche. We're talking about future Porsche dealerships, although some are currently operational. Porsche centres are no longer the typical dealerships. They evolved from PoS (point of sale) to PoE (point of experience), with the client at the core. Companies frequently thought for business, and some still do. The emphasis was only on turnover, earnings objectives, and the number of vehicles sold. This hasn't been the case for Porsche in a long time. The customer's habits vary with the generations, and these new showrooms are designed around his ways of living, reasoning, and fascination. Dealerships must so be conceived of as experiential spaces. Even if the client does not purchase, he should feel like a brand ambassador by appreciating the stores and ideals. Let us return to the earlier discussion of the basic idea of Porsche's customer journey: breathing air and brand values that lead to excitement.

According to Pini (2020), The new concept shop Porsche@citylife, which debuted in Milan as part of the Citylife Shopping District in July 2020, is intended to provide visitors with an entirely new experience. However, it is not a dealership or a vehicle display. There is no vendor to sell cars, just employees present if you want deeper specifics or be guided between the various services offered and the possibility of knowing the models available on the whole Italian network.

According to Repubblica (2020), "Porsche City Life is designed to put the visitor at the Centre," explains Pietro Innocenti, CEO of Porsche Italia, "We want to introduce ourselves to a new profile of people, who does not necessarily have confidence in the automotive world and our products, but is attracted to aspects such as design, technology, and sustainability." To immerse guests in the unique Porsche experience, a series of giant displays with engaging movies spanning from the brand's history to current models and many race victories are displayed. Visitors are greeted in the location by "Angels," who are young people with experiences in the worlds of fashion, design, and hospitality who are united by a strong passion for the brand and are available to the public only if they wish to delve deeper into details or be guided between the various services on offer.

Due to its technological characteristics, it is easily accessible even remotely since you can enter the shop via the digital platform Porschecitylife.it and study all the services provided. "More and more, our consumers are coming into contact with our brand through the web," Innocenti says. "Porsche Citylife mixes physical and digital, bringing visitors closer to the brand and our dealers to potential buyers, adding a further block to an omnichannel approach."

According to Porsche City Life (2022), this space in Milan has, in essence, provided a channel of communication with a new user base that is quite appealing to the brand. In 2021, 25 per cent of the 42,000 individuals who visited the shop were women, with an average age of 33.



Image 36 - Porsche City Life Milano. GQ Italia (2020).

The Porsche Now in Brescia follows the same philosophy.

According to Porsche City Life (2021), it's a spectacular temporary store, where and how you don't imagine it. The joy of meeting and getting to know a prominent brand in the intimacy of one's favourite locales. The idea of Porsche NOW is to connect the public directly to sites of gathering and entertainment, remarkable venues in and of themselves to establish casual and spontaneous points of engagement with fans and beyond. This is what happens at the Areadocks in Brescia. This old railway warehouse has been refurbished while retaining its post-industrial appeal of an enormous loft separated into specific rooms.

The Centro Porsche Brescia has set up the first Porsche NOW in Italy, the temporary store dedicated to the Zuffenhausen brand, in one of these, furnished with contemporary taste. Large screens with exclusive content, a comfortable lounge area, the possibility of configuring the car of your dreams, and many design objects on display, including, of course, a Porsche model that is always different. An experience to be enjoyed with the peace of long periods and in a family setting.

According to Porsche City Life (2022), starting in 2021 and ending in 2028, all 30 Italian dealerships will adapt to the new Corporate Architecture termed "Porsche Destination," which

was introduced in Italy by the Porsche Piacenza Centre following its American premiere in Palm Springs. Eight projects will be finished by the end of 2022, with a total expenditure of 85 million euros required to complete all dealerships.

According to Porsche Newsroom (2020), the new concept is defined by its emphasis on brand experience and inspiration and its adaptability and use of digital technology for personalisation. The showrooms are designed to become a key meeting place for the Porsche community, appealing to present and potential consumers. The client experience through the dealership follows a series of themed adjustable modules, including the Highlight Car, E-Performance, and Fitting Lounge. The "community" idea is included as one of the basic principles for future Porsche Centres, with a freshly constructed lounge space where customers and admirers of the brand may gather. Instead of being a static exhibition, the modular system's scalability allows new Porsche dealerships to be adjusted and extended in the future. According to Porsche Italia (2021), to comply with the "Porsche Destination" idea, the Centro Porsche Piacenza rebuilt an existing structure, adding new elements and entirely renovating it. The front is distinctive: it is made up of horizontal metal blades that enhance the dynamism of the architectural structure and evoke the air intakes of the classic 911 model.

Inside, the customer's journey evolves through a series of subject modules that may be easily incorporated and changed. According to Pietro Innocenti, "being linked with the demands of our consumers has always been a major focus." We believe that the role of the Porsche Centre will remain central in the relationship with our customers in the future, and with "Porsche Destination," we take a clear step forward in adapting our services and communication to those who approach the brand for the first time, perhaps drawn by the new models in the range, as well as those who want to change their mindset of live Porsche ".

Loyal consumers who have been satisfied and new customers who have been intercepted.

According to Antonella Pivaro, another crucial initiative related to the following choice phase is "lost lead reason." Porsche is fully dedicated to this method, which includes conducting surveys to determine why specific online estimations or test drives were unsuccessful. This might be due to different requests not being intercepted online or instantly recognised by the sellers. The potential buyer who has not completed the purchase procedure is contacted. After a comprehensive dialogue accompanied by a suggestion for another car line, several lost leads were turned into clients. Let us return to another core Porsche concept: caring for current customers and future consumers, listening to their requirements and attempting to find the best solution for them.

5.2.3 Decision

We've arrived at the decision stage, the second of our institutional phases of the Porsche customer journey, the one of "I choose". At this phase, the consumer needs and is willing to contact the dealership or customer service to place an order. This necessitates a high level of efficacy from dealerships and new areas of purchase in the case of Porsche. However, the online channel is becoming increasingly important. The organisation must offer well-developed online and offline customer care to enhance conversion rates.

Given the new shops we discussed, as well as the PEC of Franciacorta and, in general, all the PEC that we will discuss later, I want to underline the efficacy of the Porsche online shop platform. Initially, we discussed the Porsche touchpoint hierarchy, with some mandated and others at the discretion of each dealership. The online car shop is among the mandatory touchpoints to prove its importance. Why are lost lead reasons linked to the decision stage? Because thanks to Porsche's online car shop, quotes have multiplied, thanks to the simplicity of obtaining one.

In addition, there is the possibility of viewing the stock cars, used and new, blocking them online by filling out a form, with a consequent formalisation in the showroom. According to Porsche Newsroom (2020), more and more Porsche enthusiasts may now realise their desire of owning a sports vehicle from the comfort of their own home. Following a successful launch in Germany in October 2019, the online sales channel has recently expanded to eight other European nations. "The sales numbers and favourable feedback from consumers and dealers demonstrate that our online sales approach has set the road for future digital auto sales. In 2021, we will continue the same route by offering online sales in new countries," says Barbara Frenkel, Vice President of Sales Region Europe. Depending on the market, automobile sales will be conducted as much as feasible online, up to and including home delivery of vehicles to clients. Dealers in nine countries utilise the platform to sell most of their new and used cars. These are both standard Porsche versions and rare proposals. There are also intentions to develop the platform further. The goal is to establish a marketplace for all Porsche items & services.

According to Porsche Newsroom (2022), "with a strong consumer focus, we continue to improve our online car sales," says Jacqueline Smith-Dubendorfer, Vice President Smart Mobility & Digital Sales. "Customers can provide us with comments immediately through the digital marketplace. Furthermore, we are gaining a more comprehensive view of the preferences. We have collected over 4,000 client feedback in three months and are methodically using them to improve our services." The company's dedication to e-commerce is part of its omnichannel strategy, which states that customers should easily travel between the digital

marketplace and physical retail sites. "Our objective is to make Porsche items easily available at any time and from any location—both in the dealership and on the internet. "We are further connecting systems and processes to offer a first-rate omnichannel experience," Smith-Dubendorfer explains.

According to Porsche City Life (2022), the Online Shop debuted in Italy in 2021, propelling it to the second-largest European market for online order volumes, with used automobiles accounting for 91% of all orders. The brand's entry into the internet world also drew new consumers closer to it: 71 per cent purchased a Porsche for the first time, with an average age much lower than the "traditional" client.

"Today, the Porsche consumer may interact with our brand through a variety of physical and digital channels, allowing him to select the kind of customer experience he prefers," Innocenti added. According to Porsche Italia (2020), the unique sales service, which complements the typical operations in the showroom, has been deployed in all 30 Italian Porsche Centres. Customers may access the product portfolio via the Porsche Online Shop, available on its website. They can reserve the chosen automobile and select the mode of payment. The website also allows you to get a lease proposal without signing to anything by utilising the software provided by Porsche Financial Services Italy. Customers will offer basic information about trading in their old automobile online if they desire to do so. For payment, the site employs a unique end-to-end solution that ensures a quick and straightforward execution and transaction for the consumer, as well as safe processing of personal data." The addition of this new sales channel helps us to maintain the competitiveness of our Porsche Centres in the era of digitisation, as well as to broaden the variety of products and services accessible to our clients online, says Innocenti."

The debut of online vehicle sales is part of Porsche's digitalisation plan, which will include, in addition to automobiles, all goods and services geared to suit the demands of continually developing mobility. On the other hand, the online car shop should not signal that the showroom concept is ignored. In addition to the specific locations in the new Porsche Destinations, we will see the PEC atelier in Franciacorta as a sample.

According to Antonella Pivaro, it places a crucial moment of the journey between the decision and delivery and use phases, which is waiting.

It's critical not to let your guard down between when the consumer signs the contract and when he receives the car. Due to potential delays induced by Covid and difficulties getting semiconductors, this phase has recently been lengthened. The purchaser can cancel the order before the "freeze period," when the automobile is put into production. In this period, taking care of the client becomes essential, characterised by a "corollary hug". This contributes to

retain the brand's concept and value, as well as the company's high respect, all at the expense of the dealer, even though the problem associated is not his. The homage to the client of track activity, a business dinner offered at the PEC restaurant, or other activities in the numerous Porsche centres are highly dense cumulative examples.

5.2.4 Personalisation

We include Personalisation here, which must occur before the "freeze point" and then before Delivery & Use, even though it is not a distinct phase but occurs throughout the entire customer journey. We instantly distinguish between automobile personalisation, which occurs precisely in the decision phase, before the freezing point, and experience personalisation, which occurs throughout the journey, beginning when the consumer truly becomes the buyer. In this regard, we discuss the PEC, citing the one in Franciacorta, in the province of Brescia, Italy, as an example, based on the testimony of Davide Molaro, PEC Franciacorta Marketing Manager.

In terms of automotive personalisation, we look at the Porsche Exclusive Manufaktur, Porsche Tequipment, and Porsche Classic divisions, addressing the example of Paolo Barilla's 911 GT3, which is based on the 956 that triumphed at Le Mans in 1985. Another example is the Project Gold one-off 993 for the 2018 Classic, which we mentioned in Chapter 2.

According to Porsche Newsroom (2021), this offering provides various options for customising Porsche sports cars and turning them into truly one-of-a-kind vehicles. Porsche is boosting personalisation possibilities for individual components directly in the Car Configurator, and a Performance Parts assortment will support its new, second-hand, and classic car offerings. Porsche's Sonderwunsch (special request) initiative from the late 1970s is being updated as part of its Co-Creation strategy, making it suitable to build customised one-off automobiles in the future, co-created by the client properly realised by Porsche. Individualisation possibilities for new cars today vary from personal client consultation throughout the configuration process to limited small series production. Porsche also offers a variety of additional items and retrofit possibilities through Tequipment, and Porsche now concentrates on spare parts supply and factory restorations for antique vehicles. Our sports vehicle manufacturer is now considering extending its portfolio in all business areas. "In the context of classic, existing, and new cars, it is our mission to give consumers with even more precisely customised and demand-based goods, as well as a complete variety of individualisation possibilities," says Alexander Fabig, Vice President Individualisation and Classic. "We are replying to the high demand for our products with the alternative offerings." We have the correct solution for every customer, starting with new options for individualisation and customisation of individual components, through the inclusion of Performance Parts, to the realisation of individually customised sports

cars." During the ordering process, customers can also opt to become designers themselves. Individual design components like colours, logos, letters, and text are available for personalisation. Porsche will provide many new features for new vehicles and used and classic automobiles with its Performance Parts programme. The Porsche Tequipment line of new and used cars is aimed at motorsport fans and amateur racers. Porsche Classic will provide new developments with a historical reference, performance-enhancing components, and lifestyle goods for fresher and older historic classic automobiles. The goal is to improve the automobiles' overall performance or comfort. Porsche is now presenting a new version of its iconic Sonderwunsch (special request) programme from the late 1970s as part of its Co-Creation strategy, making it possible to build customised one-off automobiles in the future co-created by the client and professionally realised by Porsche. The expansion of this offering is divided into two areas: Factory Commissioning, which allows customers to define the specific colour and material preferences directly in production, and Factory Re-Commissioning and Factory One-Off services, which are provided after a vehicle has been delivered to the customer. Customers may now pick from over 700 Porsche Exclusive Manufaktur choices across all model classes. Individualisation is becoming more and more popular. In 25% of all 911 models supplied globally, the level of vehicle augmentation is pervasive: they are sent to the Porsche Specialized Manufaktur workshops at the parent factory in Zuffenhausen for exclusive re-commissioning. The Porsche Exclusive Manufaktur also produces Sonderwunsch one-offs and limited short series. In this context, also the speech in Chapter 2 about the Porsche 993's high resale value is noteworthy.

As an example, according to Porsche Newsroom (2021), Paolo Barilla, the 1985 Le Mans overall winner in a private Porsche 956, has chosen a significantly more exciting remembrance of his most outstanding sports achievement. He was the first customer to finish a car project with Porsche Exclusive Manufaktur as part of the new Sonderwunsch programme on his 60th birthday. It was named the "dream automobile." The Italian businessman wanted to create a one-of-a-kind Porsche 911 GT3 (992) based on his Le Mans winner and be wholly involved in the process. This automobile sports the winning race number 7 on its bonnet and doors, in addition to the typical racing colours of Summer Yellow, white, and black. Other aspects, such as the rear wing and gear lever, were reinterpreted and created independently. "In the 1980s, I had the opportunity to drive the great Porsche 956, a legendary car in terms of performance and aesthetics," recalls Paolo Barilla, an ex-racing driver and the Italian food company's Deputy Chairman. "For others and I close to me, the depiction of some features in a current GT3 makes that recollection thrilling and relevant." "The collaboration with Paolo Barilla was a unique project for Porsche as well," says Alexander Fabig, Vice President Individualisation and Classic

at Porsche AG. Because the handmade 911 GT3 is not only one-of-a-kind, but its design process is as well." According to Grant Larson, "direct interaction with the consumer is the best thing that you can have as a designer." Grant Larson, who developed the original Boxster alongside Harm Lagaay, is now the Director of Special Projects at Style Porsche. "I work for Porsche because it allows me to create fantasy automobiles. The Sonderwunsch projects, on the other hand, are in another tournament: the personal interaction with the client is enriching. It aids us in better understanding our clients' needs in our daily job."

The Porsche Owner program offered at the PEC is precisely in this time frame.



Figure 37 - PEC Franciacorta

The Porsche Owner programme is a genuinely tailor-made experience suite for new Porsche automobile owners, leading in an exciting driving session and awarding a certificate of participation and a special lunch at the PEC restaurant. According to Davide Molaro, PEC Franciacorta Marketing manager, the consumer who purchases the car is likewise entitled to this experience and has one year from the date of signing the purchase contract to make use of it. Within three days after the contract's conclusion, Porsche sends an email inviting the customer to participate in the programme. In the hypothetical situation of a new vehicle, the customer has the whole period from the contract until the freezing point to adjust the automobile. The customer is given the option to experience the car he just bought by comparing it to another model of his choosing to assess a model change or a gearbox, for example, traction. Porsche is the only company that does this. Porsche's strategy is to get the consumer to do it as

soon as possible to have more time to change their orders before the order freezes. The primary goal of this programme is to boost upselling. According to Salesforce (2021), upselling is a sales strategy that encourages customers to buy the higher value-added version of a particular product than the one they originally intended to buy. We are still in the early stages of the project, so the outcomes have yet to be closely tracked. However, several have already been identified based on the testimony of numerous dealers, who claim that consumers change their orders because they visited the PEC. PEC Franciacorta is also the world's first PEC that permits the transferability of the Porsche Owner programme voucher after the car has been delivered. If the consumer decides not to use the experience, the coupon becomes transferable to other parties now of delivery when the automobile is no longer modifiable. This is due to the prospect of attracting additional clients. Another item that expires simultaneously is the requirement to try the purchased car. Until the product is delivered, the consumer must show what he bought, always with the opportunity of comparing it to something else. Following delivery, you are free to try the whole variety at your leisure. For example, after receiving it, a client who purchased a Macan can utilise the experience to try the Taycan or GT3.

In the case of the Porsche Owner, the programme is also opened to accompanying visitors, who may be delighted by the PEC's other activities, such as go-karting, simulators, and co-piloting. To have a panoramic view of PEC Franciacorta, we based on Pini (2021). It was 2019 when Porsche announced the birth of the Porsche Experience Centre Franciacorta, emphasising the importance of Italy within the Porsche world. Despite the Covid-19 pandemic, times were respected. On an iconic date for the brand (11 September: 9 as of September and 11, or 911), Porsche Italia inaugurated the eighth and largest Porsche Experience Centre ever built. Created thanks to an investment of over 28 million euros, the Pec di Franciacorta presents a series of spaces that can involve every public, from customers to enthusiasts and from companies to families. The structure offers a long list of activities, starting from the possibility of driving the entire Porsche range on the track until challenging friends at the wheel of fast electric karts and state-of-the-art simulators. All accompanied by a shop, a bar and a restaurant signed Porsche. Following Davide Molaro, different is the discourse related to the Single and Double “Tasting” programs, with which anyone, against a payment, can try the cars he prefers. These offers are designed for enthusiasts, potential customers, owners of competitor cars and therefore perform functions in stages within the customer journey, from consideration to loyalty.

Furthermore, from Q1 2022, at the PEC of Franciacorta, they will be able to come and pick up the automobile with a personalised experience. The consumer may pick up the car at the PEC with specialised expertise or at the dealership during the negotiation/contract process. Porsche also offers a Factory Collection Program with two levels of activity. Pick-up of the car in

Zuffenhausen, including a factory tour, and pick-up of the automobile in Leipzig, including a driving programme. The PEC of Franciacorta is also attempting to include Factory Collection into this programme, with a retreat, a visit, and a test at the PEC. We then treated what in Porsche means customisation, taking the example of the PEC of Franciacorta. As already repeated several times, it does not use this single feature, but connecting to the free test drive, I decided to talk about it here.

5.2.5 Delivery & Use

We have reached the stage of delivery and use, the third of the four institutional phases of the customer journey, that of "I use". After-sales and surveys practices are essential at this stage. According to Antonella Pivaro, Porsche places a high priority on client happiness. Until last year, the company's goals were restricted to the already tricky task of measuring customer satisfaction through a questionnaire sent out when a client received a new automobile or after a return to the workshop, maximum just once a year. Many questions on satisfaction, reception and test drive are included in the form. The surveys are then centrally maintained and analysed, and a score is computed. A ranking at the regional level is generated based on the various scores achieved by the dealers. This is feasible due to the rigidity of the polls sent throughout Europe. This has limitations because clients are not all the same and vary by state, but the surveys are comparable. By doing so, you will study the most effective strategies from the top-ranked dealerships. A new target of Porsche has been added to the satisfaction goal. It is client excitement, which has waned because of exceeding the expected level of satisfaction. Porsche aspires to surprise its customers with its aftersales service.

As previously said, even the seller makes a difference in customer care. Two seemingly insignificant examples cited include the gift of a car seat to a pregnant woman who moved from a sports vehicle to an SUV Cayenne and a bowl of fresh water provided for a lady's dog who always came in on a leash. Because it conducted the person's caring properly, this dealership had good scores in the surveys. Another example is how to improve the two hours a customer must leave the machine in the workshop. Knowing the client in question and his interests, the dealership can autonomously decide to offer an accessible entrance or a massage in a luxury SPA close to the dealership, turning the wait into a pleasant experience. Here comes back to light the need to listen to the customer and understand his needs. We, therefore, reiterate the impossibility of mapping in a standardised manner. The only thing to do is identify the essential things defined by Porsche the Must Have. The following two practises are considered in the realm of after sales from the standpoint of unavailability. The ceremonial of the car's arrival, generally through the unveiling procedure, in a section of the dealership dedicated to

the delivery. In this scenario, personalisation and care for the customer's experience can't be overlooked. The dealer can then add anything, such as a bottle of champagne, if they wish. The shipment of a welcome letter represents the institutional moment if it is the first buyer of thanksgiving if it is repeated. This is a letter signed by Porsche Italia CEO Pietro Innocenti. Using paper in a digital world has a different value, unlike a trivial and automatic email. Another need that must be emphasised, despite the higher costs and longer durations, is that the coupons must be performed in a Porsche approved workshop. Throughout the experience, it makes you realise the significance of spending more. It does not expire once purchased. Porsche aims to provide the impression that it looks after the consumer from start to finish. Everything that happens after the purchase makes a difference because proper care stimulates repurchase. How did I feel about driving my car? Was I treated with respect and concern in customer service? Was the workshop able to repair the damage and respond to my questions? The buyback will be considerably more likely if the reactions are good. In this regard, service reminder actions are also implemented, such as sending a text message to clients when guarantees and coupons are about to expire and extending them at a discounted rate in certain circumstances.

The application "my Porsche" cannot be omitted about aftersales services. According to Porsche Newsroom (2022), Porsche has overhauled its digital smartphone services and merged the features of various applications into the My Porsche app, which will serve as the customer's primary interface with the automobile and brand. My Porsche Essentials, Connect App, and Car Connect App will be replaced. Additional apps, such as Porsche Charging and Porsche - Good to Know, will be included in the following months. Customers will find it easier to use the whole range of services and information in a single app, which will provide a convenient point of entry into Porsche's digital world via a modern user experience. My Porsche will become a handy tool for all the sports car company's drivers. From the 2016 model year forward, the app has been compatible with Porsche automobiles. When a smartphone and a Porsche model are connected, the app shows essential car information and may be used as a remote control for some features. It also assists the driver with charging procedures, contacting their dealer, scheduling servicing appointments, and answering vehicle-related issues.

The present is a summary of a constant online and offline aftersales service.

5.2.6 Loyalty & Advocacy

We've arrived at Porsche's fourth and last institutional phase, "I reconsider."

After a customer has carried out the entire purchase process, it is necessary to hold him and maybe make him an ambassador of the brand, hence the name of the Loyalty & Advocacy phase.

All the rhetoric about customer care and the objective of creating enthusiasm, which culminates in the delivery and usage phase and is boosted by experience customisation, aims to turn the customer into a loyal client. However, because the Porsche customer care process never ends, the borders are permeable, and some of these techniques are reflected in this last phase. We recall other Porsche projects and practises in this context, as Antonella Pivaro pointed out. The First Birthday of the Car celebration is renowned. It's a ritual that includes delivering the car's birthday card. For first-time Porsche customers, silver is the colour of choice, anthracite is the colour of choice for repeat buyers, and white is the colour of choice for Taycan buyers. The label is personalised with the customer's name and surname and the model and chassis number. It's a one-on-one, highly tailored initiative. This is also a must-have practice. As a result, it is at this level, although the notion of customisation remains. Some of our most devoted clients have declared that they are pygmy collectors.

On the other hand, others have demonstrated a lack of curiosity; nevertheless, we shall return to this topic later. Cristophorus Magazine is similarly positioned in this regard. The Cristophorus is free for three years after purchasing a new automobile and one year after the purchase of a used car. Knowing that some of their clients are collectors, the dealers themselves can pay for subscription renewals. This is likewise a people-oriented initiative.

Christophorus is Porsche's official customer magazine. It is presently produced and distributed in thirteen languages, according to Porsche Newsroom (2021). The name derives from Saint Christopher, the patron saint of travellers, and the first edition was published in 1952. The magazine is currently issued quarterly and is numbered sequentially. Since 2013, the current issue's articles have been released on the official Porsche website every two weeks. The most recent edition, number 401, was given to around 600,000 people. Christophorus Magazine covers many subjects, including Porsche automobiles, numerous races contested and won over the years, tourist visits, messages from readers, technical specifications, and much more.

Not to be confused with the exogenous events of which we talked previously, the launch events product is also positioned in this perspective, echoing the words of Dr Pivaro. When it comes to one of these events, each Showroom decides whom to invite based on the vehicle line of presentation and the customer registration. He evaluates who would be interested in new purchases and sends an official invitation using his data about consumers' requirements, passions, and needs.

However, all of Porsche's events and the Porsche Museum have a loyalty function, as people who attend are already Porsche customers.

It helps you feel like you are part of an exclusive family due to its size and avant-garde design. We chose a pre-pandemic article on purpose to provide general turnout statistics. According to Porsche Newsroom (2019), Over 80 cars are shown across 5,600 square metres of exhibition space in the futuristic museum structure designed by Viennese architect Delugan Meissl, ranging from the world's earliest Porsche designs to the newest model of the Porsche 911. The Porsche Museum, right close to Porsche AG's headquarters, is one of the world's most stunning vehicle museums. The stunning skyscraper at Porsche Platz 1 in Stuttgart-Zuffenhausen welcomed its first guests on January 31, 2009. The Porsche Museum has now seen over 4.5 million visits.

While the building's robust architecture represents Porsche's distinctness, confidence, and tradition, the display maintains the company's history alive to the best, with all the sports vehicles in the "Museum on Wheels" completely functioning and capable of springing to life. As a result, the museum is ideal as an exhibition venue and communication platform — an essential part of Porsche's ongoing dialogue with the public. Unlike other car museums, the Porsche Museum opposes the "discovery zone" concept. The automobiles should speak for themselves at the Porsche Museum; the thematic thread is given by the displays themselves, not by any external suggestions instructing the visitor what to think or feel. In addition, the museum has an educational goal to fulfil a forward-thinking cultural role in the historic Zuffenhausen site. The display provides a wealth of historical and contemporary knowledge about the Porsche corporation using cutting-edge museum approaches. Visitors can approach the exhibitions and the company's history from several angles, depending on their interests. Porsche avoids making marketing-driven statements in its communications with guests, instead of focusing on its cultural purpose to educate.

From awareness to loyalty and all phases in between, we've completed the circle of the Porsche customer journey, which is based on care, excitement, and customisation.

5.3 Improvements and Future

As we have seen so far, Porsche has already shown to be a pioneer in many areas, presenting itself as a cutting-edge brand that is widely projected to the future in customer service. As a result, it maintains a continual advantage over the competition. The CX customisation and the unique 3D-print body form are seen here. In the final paragraph, let us close with a fascinating comment from Davide Molaro. We are also sure that, precisely because of its creative and pioneering cut, it will soon amaze us with other disruptive improvements.

5.3.1 CX Personalisation

According to Antonella Pivaro, the CX personalities are not currently in the database. Porsche AG attempts to find archetypes, personalise CX, and solve this challenge. There have already been three target pictures selected. The goal is to provide tailored experiences and activities depending on the preferences and attributes of each consumer. Of course, you can't get down to full one-to-one personalisation, but the benefits of using this approach are numerous. Using customised touchpoints for different clients boosts happiness while reducing misunderstandings and annoying propositions.

The three archetypes are currently "Luxury Treated," "Personal Guided," and "Self Service," with more categories coming soon.

A Luxury Treated person desires exclusivity, emphasising details, is particularly interested in official events, wants to differentiate in continual personalisation, and has a symbiotic relationship with the company. He isn't happy with satisfaction; instead, he seeks excitement.

Personal Guided is a client who values direct touch with the staff and appreciates the dealer who calls, greets him, asks him for a coffee in the showroom, informs him about the brand's news, and invites him to the centres. In a word, he wants someone to look after him in his connection with the company consistently. Proposals in this area are always accepted because they help develop the relationship. He's less interested in cutting-edge technology and exclusivity. It's a more conservative kind of customer.

The self-service client is digital and reliant on the online. Loves digital personal interaction since it is timely and conveniently accessible. He enjoys the function of technology and the enrichment of experience it provides. He prefers to carry out all his tasks remotely, using his smartphone or computer. He dislikes going to the showroom or making personal contact. The items and experiences at the store are unimportant to him; they are meaningless. It necessitates cutting-edge connections as well as on-demand services. This solution is placed in a more marked perspective of customisation, which will then be further declined personally. However, it will be possible to propose every touchpoint, even the same ones for everyone, in a more effective way. The same touchpoint is appreciated differently between traditionalism, exclusivity and digitalisation. An example in this regard is the sneak previews, initiatives to present new car lines, which some consumers prefer over official events, as exclusive and more personal. Self-services, in this regard, like to watch the event online.

5.3.2 3D-Print Body Form

This is another beautiful project aimed at taking physical care of the consumer while exploiting technology and boosting personalisation.

According to Porsche Newsroom (2021), a small group of Porsche drivers has thoroughly tested the new 3D-print body from the full bucket seat at several events. The pilot phase yielded a wealth of helpful client input. Following some final changes, the customised seat is now available as part of Porsche Tequipment's new Performance Parts offering. The seat is compatible with various Boxster, Cayman, and 911 models. It will also be available as a standard feature from Porsche Exclusive Manufaktur beginning in February 2022, and it will be integrated into the Porsche Car Configurator at that time. Aside from its distinctive appearance, the essential novelty of the seat is its innovative middle section: parts of the cushion and backrest surfaces are generated using a 3D printer. They are available in three different stiffness classes, allowing the seat to be tailored to the customer's exact demands. "Individual driver seats have been available in professional racing for a long time. Porsche now includes road-approved customisation with varying stiffness grades as standard," Lars Kern, a Porsche test driver, remarks, "During the early test drives, I was delighted by the ergonomics - the somewhat lower seat position and better thigh support are comparable to a racing seat. The passive ventilation is very outstanding." Compared to traditional complete bucket seats, the new seat is also more than eight per cent lighter. We're talking about improving on the already-evolved plan for automotive personalisation. Porsche aspires to enhance its clients' bodily needs and address their aesthetic demands. From every angle, the driving experience improves.

5.3.3 Pure Pleasure of Driving

With the future in mind, the new Porsche dealership ideas include places for business and recreation, where customers may work quietly while waiting for the electric car to recharge or leave the workshop. Aside from what has previously been said, Davide Molaro, PEC Franciacorta Marketing Manager, shared his vision for the future of PECs. Endothermic engines are increasingly being examined because of growing legislation and resulting limits on fossil fuel emissions. Although Porsche does not face any financial difficulties because of its massive success with the electric Taycan, it is also safeguarded in this regard, as we have learnt. In addition to extensively investing in eFuel, as previously indicated, to maintain an alternate route to power, the Pec and their tracks, according to Davide Molaro, will also serve a future purpose. Starting with horses as an old mode of transportation, which were later converted into attractions within the racecourse, he explained to us how things would proceed in his opinion. Electric vehicles are proliferating, and many sporting lines are switching. Smart mobility, as well as zero-pollution transportation, are becoming increasingly popular. Pollution legislation, as well as increased safety and speed-limitation measures, are becoming more prevalent. PEC may be the only passion-free valves without restrictions for endothermic engines in the

future. Fans will be allowed to display their high-performance vehicles exclusively in specific areas while still breathing the brand's air within the circuits, from utilitarian to passionate. In any scenario, if this were the case, Porsche would be well on its way in this field.

Conclusion

There is no doubt that the winning features of a Luxury Company have changed. It is not enough to offer a great product to succeed, but a Company must Take Care of the Customer and its experience. Even though Covid has affected all Luxury Automotive Brands in a different way – unlike mass-market brands – the criteria that have allowed Porsche to withstand and prosper are based on well-established and essential company principles for a long time. The obtained financial results do not depend only on the Brand's worth – which definitely is ranked at the top – but are also the consequence of a careful and cutting-edge strategy able to recognise newborn customer needs and always place them at the centre of the planning strategy. Porsche perfectly incorporates the fundamental activities and trends, such as digitalisation, sustainability, electrification, Customer Centricity, and omnichannel. Porsche is precisely a company that sets the trend and does not follow, that is not afraid to introduce innovations within the industry and that rarely fails. Thanks to detailed planning, Porsche knows how to intercept and influence the market. Not even the Covid found Porsche unprepared since its answers already were future-ready. The orientation has changed from product-centric to Customer-Centric since a long time - and the effectiveness of the solutions are proof of this. Thanks to the interviews, we saw that Customers' Perception has not deteriorated at all. It has improved instead. On the contrary, the requests imposed by Covid have highlighted competitors' weaknesses and deficiencies in customers' minds.

As a result, Porsche's Customer Journey maintains coherence and aims to sell and to let future Customers deeply breathe the Brand – as they will become the buyers of tomorrow. The Path of the Customer is not hasty but it leaves time for everyone to live its Experience. The perfect example of this strategy is the PEC of Franciacorta itself, unique among the proposals of Luxury Automotive Brands. The PEC embodies all Customer phases, from Awareness to Loyalty, in an informal and sustainable context, placing itself in a future perspective as the exclusive focus of the Porsche Experience. The Journey of the Luxury Automotive Customer in the EU is described, and the Porsche Excellence is explained. It goes without saying that if competitors want to stay competitive they need to follow its steps soon.

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