

**Brand Architecture and Financial Performance in Global Luxury  
Conglomerates: A Longitudinal Analysis of LVMH, Kering, and Richemont  
(2014-2023)**

**ANDRESSA SCHNEIDER**  
ESCOLA SUPERIOR DE PROPAGANDA E MARKETING (ESPM)

**SUZANE STREHLAU**  
ESCOLA SUPERIOR DE PROPAGANDA E MARKETING (ESPM)

## **Introdução**

The luxury industry has experienced rapid growth, driven by strategic M&A, expanding brand portfolios, and new market strategies. This study analyzes LVMH, Kering, and Richemont (2014-2023) to understand how brand architecture influences financial performance and resilience in global luxury conglomerates.

## **Problema de Pesquisa e Objetivo**

There is a lack of longitudinal empirical studies connecting brand architecture to financial performance in global luxury conglomerates. This research aims to address this gap by analyzing how strategic brand decisions impact the performance and resilience of LVMH, Kering, and Richemont over a ten-year period (2014-2023).

## **Fundamentação Teórica**

This study is guided by brand architecture models (Aaker, 1996; Keller, 2013), focusing on the organization of brand portfolios and the balance between growth and consistency. The framework considers the challenges of managing multiple brands and adapting to digital transformation in the luxury sector.

## **Metodologia**

A longitudinal quantitative-qualitative approach was adopted, analyzing 30 annual reports (2014-2023) from LVMH, Kering, and Richemont. Data extraction combined automated processing with manual validation to ensure accuracy.

## **Análise dos Resultados**

Findings show that LVMH's decentralized architecture supports growth and resilience, Kering's dependence on a leading brand limits flexibility, and Richemont's niche focus sustains margins but restricts innovation and diversification.

## **Conclusão**

Brand architecture decisions significantly influence the financial performance and resilience of luxury conglomerates. Decentralized models, as seen in LVMH, provide competitive advantages, while concentrated portfolios are more exposed to volatility.

## **Contribuição / Impacto**

This study fills a gap in luxury marketing research by empirically linking brand architecture to economic performance, offering insights for strategic management in global luxury conglomerates.

## **Referências Bibliográficas**

Key references include Aaker (1996), Keller (2013), Kapferer (2012), and recent studies on luxury marketing and brand strategy, supporting the theoretical and empirical framework of this research.