

Future of Luxury:

Resilient, Sustainable and Human-Centric Supply Chains

THE MANIFESTO

HUMAN-CENTRIC AND EQUITABLE DEVELOPMENT

Align the incentive mechanisms of buyers so that the social sustainability parameters of all actors along the supply chain are taken into account. This will ensure respect for the dignity of work and enable value to be redistributed within the supply chain, properly recognising and rewarding those who perform well.

ENVIRONMENTAL AND SOCIAL ISSUES ARE INTERTWINED

Do not separate short-term climate goals from the long-term, uncertain, intergenerational social consequences. Focusing on market-based, technology-oriented solutions risks perpetuating the inherent tension between environmental and social issues. Instead of avoiding these tensions, embrace them to make this transition more human-centric.

DESIGN FOR SUFFICIENCY

The luxury sector focuses too much on the final product, but the true essence of luxury lies in processes rooted in intergenerational know-how and cultural heritage. Users, especially younger generations, need to be aware of this.

EMPOWER THE HANDS BEHIND THE PRODUCT

Create passion for craftsmanship by showcasing supply chain professionals through interviews and documentaries, using creative media to engage younger generations. Invest in training and financial incentives to promote craftsmanship as an attractive career.

AI ENABLES. HUMANS CREATE

Use AI to enhance creativity by optimising operational processes and freeing up time for high-value creative work. However, there is a potential tension between humans and technology, so it is important to protect humans from the paradoxical consequences of technology.

COMMUNICATE TECHNICAL AND ARTISANAL KNOW-HOW

Ensure the transmission of know-how through dedicated facilities, hands-on workshops designed to engage younger generations and school-based sessions to teach and present artisanal skills. Support users, particularly younger generations, in understanding, appreciating and protecting the cultural heritage and artisanal diversity on which the future of luxury depends.

DESIGN SUPPLY CHAINS THROUGH FAIRER CONVERSATIONS

Involve all supply chain stakeholders in goal-setting and decision-making processes. Engage them in meaningful and structured ways to ensure that the principles of justice (interactive, distributive and procedural) are upheld throughout, while promoting responsible and fair purchasing to prevent downward price pressure.

MOVE BEYOND TRANSACTIONAL RELATIONS TO TRUE PARTNERSHIPS

Invest in multi-tier suppliers using emotional, financial and technical means. Avoid managing suppliers through standardised tools, benchmarks and third-party audits, as these fail to build an emotional connection. Instead, foster relations and supply chain dialogues to create a lasting impact.

FAIR PURCHASING. SHARED PROSPERITY. SUSTAINABLE IMPACT

Align brand and supplier objectives through dialogue, creating contracts that reward suppliers for their efforts with royalties and sustainability-linked compensation mechanisms. This will involve providing tax incentives and supply chain finance solutions.

CRAFT A DIGITAL PASSPORT FOR FULL TRACEABILITY

Implement a digital product passport to enable users to explore the supply chain through storytelling and video content featuring the manufacturers. Engage with suppliers at all levels to ensure digital product passports portray artisanal culture and transparency, rather than being used solely for compliance purposes.

INDUSTRIAL SYMBIOSIS AND INCLUSIVE SUPPLIER DIALOGUES

Develop mechanisms to exchange knowledge and share technical, managerial and financial risks at key production hubs, creating joint solutions. This will encourage the industrial zone to approach decarbonisation, waste management, water management, chemical management and human management as collective actions rather than individual survival strategies.

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