

How the Luxury Fashion Brands Adjust to Deal with the COVID-19

Jiali Xie · Chorong Youn[†]

Doctoral Student, Department of Textiles, Merchandising and Fashion Design, Seoul National University, Seoul, South Korea

Lecturer, Department of Textiles, Merchandising and Fashion Design, Seoul National University, Seoul, South Korea

Abstract Although, the luxury industry has been considered immune to uncertainty and crisis, the luxury industry is currently facing another crisis which is the COVID-19 crisis. People begin to isolate themselves and face-to-face contact becomes less and less in the hopes of stemming the spread of the virus. The COVID-19 has affected people's daily life and the economy. In order to handle the crisis, the luxury brands implement the special marketing strategies. The aim of this study is to investigate how the luxury fashion brands do in order to overcome the COVID-19. The research conducts the inductive contents analysis. We analyze the marketing actions of top 10 luxury fashion brands in the period of coronavirus crisis. The marketing strategies are summarized as 1) the product donations, 2) the monetary donations, 3) the price adjustment strategies, 4) turning to e-retailing, 5) trustworthy communication, and 6) the fashion shows strategies. The luxury fashion brands promptly and actively conveyed the brand image and deployed the correct brand communication. They improved brand affinity through cause marketing and maintained business through online retailing and online marketing strategies.

Keywords COVID-19, Coronavirus crisis, Luxury fashion brands, Risk management

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Introduction

The luxury fashion industry is an important part of the global retail business. The two drivers of its growth are globalization and the improvement of consumer capacity (Kapferer & Bastien, 2009). The luxury industry has been considered immune to uncertainty and crisis (Savelli, 2011). After the SARS outbreak in 2002 and the world economic crisis in 2008, the luxury industry is currently facing another crisis which is the coronavirus crisis. Although, the luxury industry has been considered immune to uncertainty and crisis, the luxury industry is currently facing another crisis which is the COVID-19 crisis.

The COVID-19 crisis has a great impact on the economy, including the luxury fashion industry, where sales have declined. The pandemic has interrupted supply and

demand. Economies were forced into a near-instant recession, with layoffs and salary cuts amid store and factory closures. According to Bain's report, by the first quarter of 2020, global sales of luxury goods will be down 25 to 30 percent from a year earlier (Bain & Company, 2020). Sales are expected to decline by 35 percent as the pandemic disrupted supply and demand. On the supply side, the major manufacturers of personal luxury products are blocked, such as France and Italy.

Under the influence of the COVID-19, there have been big changes in the consumer behavior. People began to isolate themselves and face-to-face contact became less and less in the hopes of stemming the spread of the virus. This

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[†] Corresponding Author: cand78@snu.ac.kr

has affected people's daily life and the economy. The decline of income and consumer confidence have led to a decline in disposable spending. A potential, lasting behavior change is the accelerated adoption of e-commerce. In addition, passenger purchases and services will continue to be disrupted by travel restrictions. Discretionary spending collapsed, the United States, Europe, Japan and South Korea suffered blows due to the absence of tourists from other countries, especially from China.

The COVID-19 is changing the retail industry. The retailers need to consider the changes and formulate strategies in response to the COVID-19 situations. Luxury brands implement the special strategies to deal with the crisis. The luxury brands have maintained operations through these, while some have suspended production and delivery. At the same time, in order to handle this crisis, the brands implement some special marketing strategies to find new opportunities. Even if the pandemic ends, the market will not return to its pre-COVID-19 state. Therefore, the current immediate responses of the top luxury fashion brands suggest a direction for the many fashion brands preparing the post-COVID-19 market in the long term. Besides, this pandemic situation made academics face the challenges as well as retailers. While previous research focus on the introduction of new in-store technologies to enhance consumers' experiences (Pizzi, Scarpi, Pichierrri, & Vannucci, 2019, Vannucci & Pantano, 2019), research is needed on how traditional retail brands interact with their customers under the situation where in-store interaction is blocked. Additionally, since COVID-19 is a recent phenomenon, relatively little literature can be found, so we hope that this study will contribute as a basic literature resource in retail research. The aim of this study is to investigate what the luxury fashion industry did in order to adjust to deal with the COVID-19 occurring the big changes in the retail business and the consumer behaviors. To identify the marketing strategies, this study analyzes the marketing actions of the top luxury brands with the qualitative approach.

Literature Reviews

The Luxury Brands' Reaction to the Former Economic Crisis

The COVID-19 is not the first world-wide crisis which the luxury brands have faced. The Global Economy Crisis affected the luxury industry and caused an 8% overall decline (Business Think, 2010). Raggio and Leone (2009) stated the Just Good Enough (JGE) strategy and the Altered Amortisation (AA) strategy to survive the economic downturn. The AA strategy was adopted by luxury brands such as De Beers and Land Rover during the economy crisis. Customers should change the amortization schedule to afford the high price products. This strategy contributes to long-term benefits. Furthermore, focusing on the value proposition of brand identity (Halliburton & Kellner, 2012) was corroborated during the crisis.

Brands employed suitable strategies to overcome the crisis, according to their own brand identity. Research suggests the activities of luxury brands to overcome this crisis. Hermès and Prada employed a globalized strategy through opening new stores in other countries, while Stella McCartney adopted a Cost Rationalization strategy by closing its old store in Moscow. Christian Dior exited logo and accessories businesses to focus on product offering and luxury prominence in order to upscale the brand (Som & Blanckaert, 2015). Some brands insist on focusing on quality and craftsmanship and changed nothing during crisis such as Bottega Veneta. Overall, luxury brands that have overcome the economic crisis have maintained their customer dreams and are faithful to their brand image, rather than diluting their brands (Kapferer & Bastein, 2009).

Luxury Consumer Behavior During the COVID-19

COVID-19 crisis has an impact on economic and consumer behavior. Consumer confidence and income have declined as a result of the negative impact on the economy. These have driven decreases in discretionary spending. Meanwhile, travel restrictions interfere with passenger purchases and services. The brick-and-mortar stores of the luxury brands in some countries rely heavily on overseas consumers, with

Chinese tourists alone accounting for 27 percent of the entire luxury market (Bain & Company, 2020). Chinese consumers may concentrate their consumption in China during this period, because the spread of COVID-19 pandemic overseas has restricted global travel. This kind of expenditure restructuring is a trend in the luxury industry. According to the policies promulgated by government, the import tariffs on luxury products have been reduced, and the gap between the prices of luxury goods in China and those in other countries has gradually decreased.

Luxury Industry and E-Commerce

Growth of e-commerce and the luxury brands' turning to the e-commerce are the lucky conditions under the COVID-19 situation. As the COVID-19 outbreak forces potential long-lasting changes in consumer behavior which is the accelerated adoption of e-commerce (Singhal & Sneader, 2020). E-commerce is an inevitable trend since consumers purchase more and more products and services online (Kotler & Keller, 2006). The characteristics of luxury goods include a variety of factors, such as a high quality, expensive prices, premium image, pleasant purchasing and consumption experience (Keller, 2009). Okonkwo (2010) states that luxury products are exclusive, creative and innovative. However, due to the difficulty in maintaining brand image and identities, luxury fashion companies have lagged behind the adoption of e-commerce. E-commerce may weaken the brand image and affect the brand's exclusivity and reputation (Kim, 2019). It is a challenge to convey the sensory attributes of products and the experience of luxury brands through virtual experiences (Okonkwo, 2009). Historically, Gucci launched its own e-commerce website in 2002 and was one of the first luxury fashion brands to use e-commerce (Sherman, 2020). Then, since 2010, the growth of online luxury sales has been accelerating (Bain & Company, 2020). This proves the advantage of the combination of luxury and e-commerce. Firstly, it is conducive to establishing an online image for luxury brands and promoting rapid brand growth (Moore & Doyle, 2010). Secondly, accessibility has significance in the purchase of luxury products (Okonkwo, 2010). Online stores can provide customers with more information and choices than offline and luxury companies can obtain more instant

feedback from customers. Furthermore, social media platforms can connect directly and closely with consumers. E-commerce is conducive to the spread and promotion of luxury brands.

Methods

The Inductive Contents Analysis

The research conducted the inductive contents analysis. The inductive approach is recommended if there is not enough former research about the phenomenon or if the knowledge is fragmented (Elo & Kyngäs, 2008). Since the COVID-19 is a recent phenomenon, there is not enough former knowledge and articles about coronavirus crisis. According to the process of the inductive contents analysis (Elo & Kyngäs, 2008), the researchers selected the unit of the analysis at the first step. At the second step, the researchers organized the qualitative data, the marketing actions and tools of the luxury fashion brands. This process included open coding, coding sheets, grouping, categorization, and abstraction.

Selecting Samples

To identify how the top luxury brands deal with the COVID-19, a total of ten luxury fashion brands are selected based on the ranking reported by two representative lists, Forbes' "The world's most valuable brands" (Forbes, 2020) and Luxe Digital's "The 15 most popular luxury brands online in 2020" (Luxe Digital, 2020). Firstly, the Forbes list was chosen because of its great influence and popularity. Louis Vuitton, Gucci, Hermes and Chanel are the luxury fashion brands in the list of "The world's most valuable brands" which was announced by Forbes. As there are only four luxury fashion brands on this list, another ranking list is used to determine the top luxury fashion brands. Secondly, "The 15 most popular luxury brands online in 2020" announced by Luxe Digital was used. The top 10 luxury fashion brands in this list are Gucci, Louis Vuitton, Chanel, Dior, Balenciaga, Armani, Yves Saint Laurent, Burberry, Hermès and Prada. Moreover, these include the four brands in the list announced by Forbes as well. The marketing actions of the ten luxury brands to face the COVID-19 crisis

were collected through the official websites and the social media such as Facebook and Instagram operated by the brands. Moreover, reports, news and articles which about luxury and corona are used as second-hand data. We searched the name of each brand combined with “COVID” on Google. Additionally, we searched “luxury” and “COVID” together on Google to collect the news articles covering the luxury brands’ responses to the COVID-19.

Results

Through content analysis, the marketing actions, that the luxury fashion brands have adopted to face the COVID-19, are summarized as 1) the product donations, 2) the monetary donations, 3) the price adjustment strategies, 4) turning to e-retailing, 5) the trustworthy communication, and 6) the fashion show strategies as shown in Table 1.

Donations

Many luxury companies have product donation as their strategies. This voluntary service is mainly reflected in the production of personal protective equipments such as masks, gowns, hand sanitizers and so on. Firstly, some announced the production of the personal protective equipments in the name of the group. LVMH and Kering are the two main luxury groups in this study. Because among the ten selected

brands, Louis Vuitton and Dior belong to the LVMH group, while Gucci, Yves Saint Laurent and Balenciaga belong to the Kering group. According to Lauren (2020), LVMH produced masks and hand sanitizers to deal with the shortage situation. It provided personal protective equipment to French health institutions and European hospital systems for free. Kering purchased masks from China and imported them into France to provide medical supplies. In addition, this group manufactured masks and protective clothing at the factories of Gucci, Yves Saint Laurent and Balenciaga (Hayley, 2020b). Moreover, it bought a 3D printer to make the personal protective equipments (Hayley, 2020b). Besides, the individual luxury brands provided the product donation as well. Louis Vuitton produced masks for use by its employees and nearby nursing homes (Diderich, 2020). Dior announced on social media that it has changed the Baby Dior factory in Redon, France, for the production of masks (Davis, 2020). Volunteers participated in factory work. Armani used its Italian factories to produce medical overalls (Reuters, 2020). Prada manufactured masks and medical uniforms in their factories (Webb, 2020). There have been cases in which luxury brands have made donations to overcome crisis (e.g. Amazon fire, Notre Dame Cathedral fire) (Dawkins, 2019; Jahshan, 2019), but it is very unusual to use their manufactures for public purposes.

Many luxury companies provide the monetary donations as well as the product donations. The luxury brand’

Table 1. The categories of marketing actions of the luxury fashion brands dealing with the COVID-19

Categories	Actions	Brands/Groups
Product donations	Masks, gowns, & hand sanitisers 3D printers	LVMH, Kering, Hermes, Prada, Burberry Kering
Monetary donations	Local hospitals and organizations International organizations	LVMH, Kering, Armani, Burberry, Hermes, Prada LVMH, Kering
Price adjustment strategies	Increasing Decreasing	Louis Vuitton, Chanel, Gucci, Prada Temporary discount sale provided by retailers
Turning to e-retailing	Live-streamings on social commerce platforms Launching cause marketing campaigns and online pop-up store via social media platforms	Louis Vuitton Louis Vuitton
Trustworthy communication	Prompt communication with customers about changes of store operations Sharing the information about the impact of the COVID-19 with the stakeholders	Prada Burberry
Fashion shows	Decreasing the number of fashion shows Outdoor runway show Live-streamed show	Gucci Burberry Dior

monetary donations are summarized as local donations and international donations. Firstly, the monetary donations made by the luxury groups are as follows. LVMH and Kering Group both announced to donate to hospitals. According to *The Fashion Law* (2020), Kering group and its brands donated for research and donated to major local hospitals. Moreover, Kering made international donations to China. Gucci donated to the national civil defense department in Italy through the crowdfunding platform and web page (gucci.forfunding.it). Globally, Gucci donated through Facebook's \$10 million fundraising event to support the World Health Organization (WHO) (*The Fashion Law*, 2020). Hermes has made donations, to public hospitals in the Paris (Wu, 2020). Globally, it donated to the Soong Ching Ling foundation in China (Wu, 2020). Amarni donated \$2.2 million to hospitals and research centers in Milan, to build additional intensive care units (Tognini, 2020).

There are several reasons for the donation of the luxury fashion industry. The luxury industry has developed rapidly, the market value continues to rise and the cash reserves have increased. The luxury brands are able to donate products and money based on the smooth cash flow. Helping the local and global markets to overcome difficulties is also conducive to the recovery of the luxury industry. Besides, the donations help to beautify the image of luxury brands and can increase the affinity of the brand.

Price Adjustment Strategies

Raising prices have been a commonly used luxury strategy for decades. Regular price increases have become a routine means for luxury brands to maintain and enhance their brand value. The price increase reflects the rising costs of raw materials and labor, and the growing willingness to pay of customers. Some luxury brands are still adopting marketing strategies to increase prices during this special period. For instance, Chanel and Louis Vuitton are the first two brands to use this strategy. Louis Vuitton increased prices by 3% in March, and by 5% in April (Vikram, 2020). Chanel raised the price of its iconic handbags and some small leather products by 5 to 17 percent in May 2020 (Vikram, 2020). It is a global strategy. When consumers know that prices are about to rise, they will go to the store to buy handbags before the price

increase. In fact, when Chanel announced its upcoming price increase policy, consumers were crowded in line in front of the store, hoping to buy products before the price increase. This actually has the effect of a reverse sales effect. In addition, raising prices can further distinguish between real luxury brands such as Chanel and its competitors. Considering that the price increases are shown regularly in the luxury brands, the price increase cannot be seen as a new response to the COVID-19. However, it is remarkable that luxury brands have maintained their price increases despite an unprecedented economic downturn caused by COVID-19. During this period, some consumers may be frustrated by the economic contraction and unwilling to pay higher prices. Consequently, the price increase proves again the charm of real luxury goods.

On the contrary, some brands have moved in another direction. For instance, the British brand Mulberry reduced its prices by 20% in some Asian markets to attract consumers to buy (Bof & McKinsey & Company, 2020). Besides, the top ten luxury fashion brands reduced prices as well, however, this is not the official pricing policy of the brands. It is mostly reflected in prices on other shopping platforms. This phenomenon existed before the Corona virus crisis. Therefore, it cannot be proved that the price reduction is related to the crisis.

Some analysts believe that this move appears to increase profits and mitigate the impact of overall sales decline after the store closed for weeks. However, Philippe Blondiaux, the CEO of Chanel, said that price increases are part of the company's long-term "price coordination" strategy (Vikram, 2020). The strategy aims to balance prices between regions, which is the reason for considering fluctuations in exchange rates and rising costs of high-quality raw materials. He said "We have not made up for this loss by raising prices. We must adjust prices regularly to adapt to the impact of raw material costs and currency changes." (Aloisi & White, 2020)

Now, more and more luxury brands are responding to the crisis by increasing prices. According to Bof & McKinsey & Company (2020), Prada's product price has quietly increased by less than 10%. Celine also completed the price increase at the end of May, with some handbags increasing by 14.6% annually. By comparing the prices in

May and June, the prices of Gucci handbags in Italy, the United Kingdom and China have increased by an average of 5% to 9%. This change will narrow the gap between handbags in major luxury markets such as Europe and China. However, although luxury brands' recent adjustments to product prices in some markets have been interpreted as narrowing the product price gap between different regions of the world, the current price of Gucci handbags in China is still 23% to 28% higher than in Italy (Bof & McKinsey & Company, 2020).

Implementing a price increase strategy during the global crisis seems to be contrary to logic, but it is actually an emergency mechanism for luxury brands to maintain their performance. In the short term, raising prices can stimulate consumers to place orders before the price increase and increase brand cash flow. In the long run, it can increase profits and make up for the loss of brand revenue during the epidemic. Although Chanel's CEO said that the price increase was due to rising raw materials, this statement is not persuasive. Because the price of luxury goods is not always determined by cost. The symbolic value of luxury is higher than the utilitarian value, which gives it an imaginative premium space. It is determined by intangible factors such as emotions, desires and needs.

Turning to the E-Retailing

Even after e-commerce became mainstream of the retail business, many luxury brands hesitated to turn to the online retailing. Although there are leading e-business brands like Burberry, most of the luxury brands have been passive in the transition to e-retailing. However, COVID-19 is pushing the luxury brands' back to jump into the e-commerce. Kering, which owns brands including Gucci and Saint Laurent, said on July 28 that e-commerce accounted for 13% of its total retail sales in the first half of 2020, up from just 6% during the same period last (Kering, 2020). CFO Jean-Marc Duplaix pointed out on a call with investors that even as stores have reopened around China and Europe, digital growth continued to accelerate (Bain, 2020).

LVMH—the world's largest luxury group and owner of brands such as Louis Vuitton and Dior—said it saw strong performance across its own e-commerce channels, as

opposed to online sales through other retailers, which have tended to dominate online luxury sales. "When I see the amount of business that we've been able to generate in the last six months on our e-commerce platform, I think there is a future for these platforms to generate a significant amount of the global sales," Jean-Jacques Guiony, LVMH's CFO, said on the company's July 27 earnings call (Bain, 2020). Stores will remain the most important sales channel, he added, but e-commerce will also be a "very interesting way of approaching some clients and distributing products." (Bain, 2020)

Considering the young consumers who were familiar to the online media, in the world, especially China, it seems to be the very appropriate strategy for the luxury fashion brands to turn to the e-retailing and develop new channels. Louis Vuitton was the first brand to experiment with the new real-time streaming feature on Chinese social commerce platform Xiaohongshu (FashionNetwork, 2020). They invited a celebrity to broadcast live. Since then, many luxury brands of fashion and cosmetics have started marketing in China through online live streaming (Yu, 2020). Besides, Louis Vuitton launched a Valentine's Day exclusive pop-up store via a WeChat mini-program that allowed customers to place orders online (Wang, 2020). Store associates were able to share exclusive offline promotions to customers via QR code. The brand moved pre-sale consultations and post-sale customer services online and partnered with SF Express to ensure smooth delivery. Despite the outbreak, Louis Vuitton doubled its online sales compared to last year's Valentine's season (Wang, 2020). Because Louis Vuitton has had a social media presence in China on WeChat and Weibo for a few years (FashionNetwork, 2020), the brand could easily expand their retail channel to a new platform using live streaming after the COVID-19.

Trustworthy Communication

During a crisis, the brand communication becomes very important. Under the COVID-19 situation, the luxury brands tried to communicate trustworthily to customers, employees, and stakeholders. On February 7, Louis Vuitton posted a poster online which has a Chinese sentence on WeChat and Weibo (Wang, 2020). The words on the poster means "Every

paused journey will eventually restart. Louis Vuitton hopes you and your beloved ones stay safe and healthy.” Louis Vuitton conveyed its concern and support to Chinese consumers because that was the period when China was most threatened by COVID-19 crisis. The message is consistent with the brand image that is positioned as a purveyor of fine luggage. On February 18, Louis Vuitton launched a cause marketing campaign, “Love has no fear,” on Chinese social media platform Weibo. Multiple Chinese celebrity brand ambassadors recorded videos to encourage residents in Wuhan and support frontline medical workers. The campaign topic generated 4.2 billion views within its first week (Chohan, 2020).

Besides, the luxury brands make efforts to engage and entertain fans who are isolated from many outing activities. Gucci gives an overview of the new exhibition “No Space, Just A Place” through an online platform (<https://nospacejustaplace.gucci.com/en.html>). Fondation Louis Vuitton launched the “FLVfromhome” event through the official Facebook and YouTube channels (FLV, 2020). “Christian Dior: Designer of Dreams” has been launched on the official YouTube channel. The “Dior Talk” series of podcasts through Instagram to talk freely. The Prada Art Foundation (Fondazione Prada) in Milan has planned a streaming film festival “Perfect Failures” on the streaming platform MUBI (Hayley, 2020a). Prada implements the “Prada Possible Conversation” online

talk program through Instagram (Fig 1).

The role of brand communication is not only managing the brand image, but also announcing the exact information. Prada is among the luxury brands that communicated promptly with customers about changes of store operations. It notified customers on WeChat about postponing customer service and deliveries to Hubei province, which is heavily impacted by the outbreak. Burberry issued a timely update of the virus’s impact to its stakeholders such as suppliers, delivery partners, and employees about the temporary closing of 24 of its 64 stores in mainland China and reduced operating hours for the rest (Hayley, 2020b). Its CEO also claimed that the company is taking mitigating actions and every precaution to help ensure the safety and well-being of its China-based employees.

Fashion Show Strategies

Because of the COVID-19, face-to-face contact activities are not promoted. Intensive crowding may increase the risk of infection. The rapid progression of the COVID-19 during fall fashion week forced designers in the “big four” to cancel, postpone and adapt their events across Paris, Milan, New York and London (Bof & McKinsey & Company, 2020). For the first time since it was conceived, there will be no models presenting new collections before crowds. Instead, some brands will digitally present their collections. Many



Figure 1. Online talk program posters of the luxury brands (Prada, 2020)

improvised and adapted to the situation by airing their shows online, through brand websites and more importantly, social media platforms.

Armani even decided to broadcast their women's FW20-21 Milan show without a physical audience. On February 25, Dior live-streamed on Weibo the catwalk show for its 2020 autumn/winter women's collection in Paris (Wang, 2020). Gucci creative director announced through Gucci Instagram that the future will not follow the traditional fashion week schedule which is four times a year, but will reduce the rhythm of the fashion show to twice a year to better design and creativity presented to consumers (Friedman, 2020) (Fig 2.). Burberry was one of the first luxury companies to announce plans for Fall Fashion Week. It announced that it would showcase its Spring/Summer 2021 collection at an unnamed UK fresh air venue on September

17th (Bof & McKinsey & Company, 2020). The exhibition will be "displayed" digitally to those who cannot travel or visit. Previously, fashion shows were broadcast on social media to communicate with the fans, but this is the first time a collection without catwalk has been presented. In a situation where the COVID-19 is unlikely to end soon, online exhibition could set a precedent for fashion brands contemplating how to display their new collection without fashion shows.

Conclusion

This research aimed to analyze what luxury fashion brands do in order to adjust to deal with the COVID-19 crisis. Since COVID-19 is a crisis that started just a few months ago, there

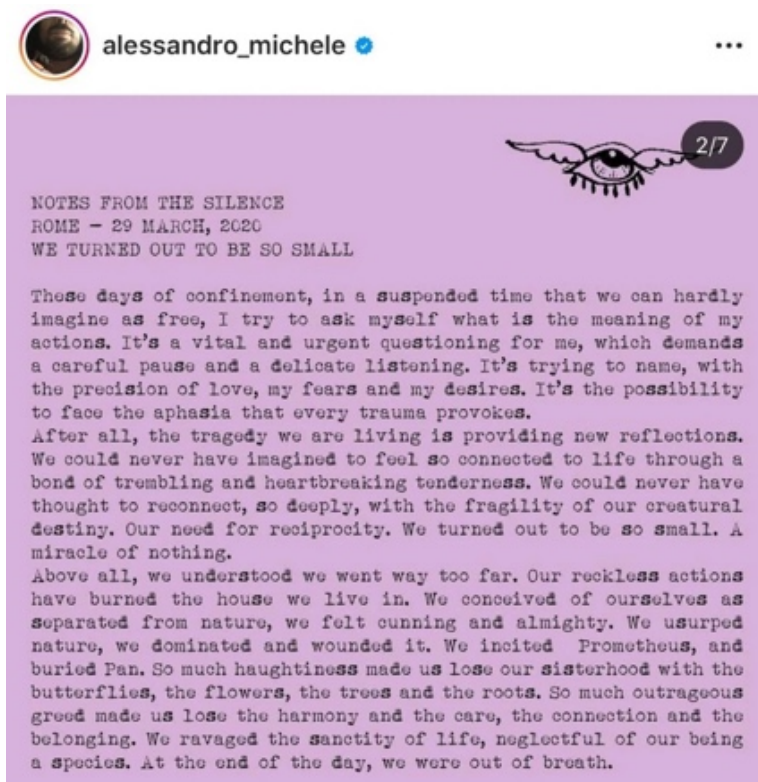


Figure 2. Announcement about fashion show on Gucci Instagram (Gucci, 2020)

are few academic studies about fashion industry facing the crisis. We expect this study would provide a basic literature background for the further researches. In addition, we also expect that the marketing strategies of the top luxury fashion brands would help the fashion brands struggling against the COVID-19 by proposing the practical implements.

Many of the actions of luxury companies in response to the coronavirus crisis are good practices. First of all, it is important to promptly and actively convey the brand image and deploy the correct brand communication. In the crisis of the COVID-19 epidemic, the top luxury brands have communicated with customers, employees and stakeholders in a timely and transparent manner. Secondly, improve brand affinity through cause marketing. In this special period, these top luxury fashion brands have expressed their concern through donations and volunteer services. Improving the brand image and shortening and increasing the position in the minds of consumers is conducive to increasing consumer loyalty to the brand. Thirdly, maintain business through online marketing strategies and activities. During COVID-19, luxury brands attracted customers through digital programs. Fourthly, increasing prices during the crisis is beneficial in the short and long term. In the short term, raising prices can stimulate consumers to place orders before the price increase and increase brand cash flow. In the long term, it can increase profits and make up for the loss of brand revenue during the epidemic.

Because the COVID-19 is the latest phenomenon, the relatively literatures can be hardly found. There are few academic materials that this study can refer to, so there is not enough literature support. Besides, this study has tried to collect and analyze various activities responding to the COVID-19 of the top luxury brands, but this study has the limitation that attempts to differentiate and compare before and after the COVID-19 pandemic were insufficient. In addition, the COVID-19 crisis is ongoing, and it is impossible to predict the future development. The response measures of luxury fashion brands are also being updated at any time. Therefore, this research needs to be carried out with the times instead of stopping at this stage. In the further research, deeper understanding of consumer behavior during the COVID-19 crisis will be achieved by combining

quantitative and quantitative research methods. Furthermore, comparing the business performances of the brands, managing the COVID-19 crisis well with the suitable marketing actions, to those of the brands without the crisis management will note how important the crisis management strategies are.

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