



L2

DIGITAL IQ INDEX:

Luxury

SCOTT GALLOWAY
NYU Stern

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On November 5, L2 and NYU Stern will host the second annual Innovation Forum at The Morgan Library in New York City.

The full-day event will address innovation in digital marketing and implications for prestige brands.

Elements:

Combining education and entertainment to inspire and enlighten, the Forum will feature:

- **Breakthrough research** benchmarking brands' digital marketing efforts
- **Provocative presentations** from thought leaders in industry and academia
- **On-stage conversations** with prestige brand executives
- **Networking** with senior executives from iconic brands

Speakers:



SCOTT DADICH
Creative Director, Wired Magazine
"After Magazines"



JIM McDOWELL
Vice President, MINI
"The Anti-Luxury Brand"



DAVID McCANDLESS
Author & Designer
"Information is Beautiful"



KATHLEEN TAYLOR
CEO, Four Seasons Hotels & Resorts
"Service (2.0)"



BEN SILBERMANN
Co-Founder, Pinterest.com
"Brands and the Everyday Tastemaker"



SHEENA IYENGAR
S.T. Lee Professor of Business, Columbia University
"The Art of Choosing"



DOUG GUTHRIE
Dean, The GW School of Business
"China: The Greatest Opportunity for Luxury Brands"



SCOTT GALLOWAY
Founder, L2
"The Year in Luxury"



PETER HENRY
Dean, NYU Stern
"Welcome & Opening Remarks"



SORAYA DARABI
Co-Founder, Foodspotting
"How Your Brand Can Leverage Mobile Location Services"



MIKE LINGLE
SVP Sales & Strategy, Sales Graphics
"Demo: Sales Graphics"



FRANS JOHANSSON
Author, Speaker, & Entrepreneur
"The Medici Effect"



ANAND GIRIDHARADAS
Journalist & Scholar, New York Times
"Developing a Digital Philosophy"



SUKHINDER SINGH CASSIDY
CEO, Polyvore
"Curating Luxury Online"



ASWATH DAMODARAN
Professor of Finance, NYU Stern
"Valuing Your Brand"



ANDY DUNN
CEO, Bonobos
"Customer-Centric e-Commerce"



MAUREEN MULLEN
L2
"Results and Insights from the Luxury 2010 Digital IQ Index"



IMRAN AMED
Founder & Editor, Business of Fashion
"Media & Luxury"



LUKE WILLIAMS
Creative Director, Frog Design; Adjunct Professor, NYU Stern
"Disruption"



GARY VAYNERCHUK
Founder & Host, Wine Library TV
"The Thank You Economy"



DAVID YERMACK
Professor, NYU Stern
"The First Lady Halo Effect"



JENN HYMAN & JENNY FLEISS
Co-Founders, Rent the Runway
"Demo: Rent the Runway"

INTRODUCTION

Luxury Roars Back

This year's "it" product was not a handbag or watch, but innovative social media initiatives.

After suffering industry-wide revenue declines of eight percent in 2009¹, luxury firms realized that doing what they had done was not going to get them what they had gotten.

Many turned online, in search of incremental revenue and greater return from precious marketing dollars. Programs such as Burberry's *Art of the Trench*, Gucci's *Digital Flagship*, and Tiffany's *Engagement Ring Finder* have cast a spell on the luxury press scoring millions in earned media impressions and infusing these heritage-heavy brands with innovation. As the industry rebounds, top brands remain locked in a virtual arms race to acquire customers, fans and followers online.

Luxury's New Leaders

A lot has changed since the September 2009 release of the Luxury Digital IQ Index®. Only two of the "Genius" brands from that Index managed to hold on to their Genius standing—Louis Vuitton and Ralph Lauren. Newcomers Coach, Gucci, Hugo Boss, Burberry and Dolce & Gabbana have made significant investments of capital and leadership: enhancing their sites, growing and engaging their social media audiences and reaching customers on edge of the network smart phones and iPads. In the past year, seven brands in the Index have launched e-commerce. The top ten brands on Facebook each boast communities more than half a million strong and grew their "like" base an average 263 percent year over year. Foursquare, at technology's bleeding edge, has ignited industry interest with Marc Jacobs and Jimmy Choo piloting two of the platform's first marketing initiatives.

Stand Still at Your Own Peril

Although many have embraced online and are starting to reap rewards, many industry icons have been caught flat-footed.

Amidst gray market concerns, counterfeit fears, and a general hope that "the whole Internet thing will go away," the Watch & Jewelry category appears paralyzed, posting an average IQ of just 79. Prada, Dior, Cartier, and Rolex all notched "Gifted" rankings last year, buoyed by tremendous offline brand equity. In contrast, this year, limited investment in digital and a lack of leadership have relegated them to "Average" and "Challenged" status in the Index.

Opportunities Remain Untapped

Even luxury's digital leaders have room for improvement. None of the 72 brands in the Index employ user reviews, only three boast live chat capability, and just two have incorporated the Facebook "like" button—all proven methods of driving traffic

1. "Luxury Goods Worldwide Market Study," Bain & Company, April 2010

INTRODUCTION

and sales. More than half of the brands still do not purchase search terms on Google and Bing. Moreover, many brands still favor directing traffic to flash-heavy marketing microsites rather than to well-populated social media platforms. In 2001, the 10 most-visited sites on the web accounted for 31 percent of U.S. page views, in 2006 it was 40 percent, and now it is about 75 percent, suggesting the long tail of the web is decreasing in importance.² With people now spending more time on Facebook than Google, social media optimization strategies have become the new black.

Digital IQ = Growth

Our thesis is that digital competence is inextricably linked to shareholder value. Key to managing and developing a competence is an actionable metric. This study attempts to quantify the digital competence of 72 global luxury brands. Our aim is to provide a robust tool to diagnose digital strengths and weaknesses and help brands achieve greater return on incremental investment.

Like the medium we are assessing, our methodology is dynamic, and we hope you will reach out to us with comments that improve our approach, investigation, and findings. You can contact me at scott@stern.nyu.edu.

Sincerely,



SCOTT GALLOWAY

Founder, L2
Clinical Associate Professor of Marketing, NYU Stern

2. "The Web is Dead, Long Live the Internet," Chris Anderson and Michael Wolff, *Wired Magazine*, August 17, 2010

DIGITAL IQ INDEX® Methodology



Site - 40%:

Effectiveness of brand site.

- **Functionality & Content (75%)**
 - Site Technology
 - Site Search & Navigation
 - Product Display & Content
 - E-commerce / Transaction Orientation
 - Customer Service
 - Innovation & Interactivity
- **Brand Translation (25%)**
 - Aesthetics
 - Messaging & Interactivity



Digital Marketing - 30%:

Marketing efforts and off-site brand presence and visibility on search engines.

- **Search:** Traffic, SEM, SEO, Web Authority
- **Email:** Opt-in Observations, Frequency, Content
- **Digital Marketing Innovation:** Display, Retargeting, Placement Integration
- **Presence on Blogs:** Mentions, Sentiment



Social Media - 20%:

Brand presence, following, content, and influence on major social media platforms.

- **Facebook:** Likes, Growth, Post Frequency, Programs
- **Twitter:** Followers, Follower Growth, Tweet Frequency, Online Voice
- **YouTube:** Channel Presence, Views, Number of Uploads



Mobile - 10%:

Compatibility and marketing on smart phones and other mobile devices.

- **Mobile Site:** Compatibility, Commerce
- **Smartphone Applications:** Availability, Popularity, Commerce
- **iPad Integration:** Marketing, Applications
- **Geo-Local:** Number of Check-ins, Promotions

DIGITAL IQ RANKING



Fashion



Men's
Fashion



Watches &
Jewelry



Shoes &
Leathergoods

Overall Rank	Retailer	Category	Digital IQ	Class	Comments
1	COACH	Shoes & Leathergoods	171	Genius	Buzz-worthy Poppy Project was the most recent of many blogger collaborations; from shopping-oriented social media to top-notch e-commerce, brand delivers on every platform
2	RALPH LAUREN	Fashion	167	Genius	From a stellar mobile app to a shoppable, animated children's book, RL is setting standards in digital media
2	LOUIS VUITTON	Fashion	167	Genius	Personalized products, gorgeous digital campaigns, and global social media outreach are all standard elements in LV's monogrammed portfolio
4	GUCCI	Fashion	166	Genius	Fall show allowed users to stream video and interact with other guests; August launch promoted new site as "Digital Flagship"
5	HUGO BOSS	Men's Fashion	157	Genius	Mobile superstar scores points with recent iPad app launch
6	BURBERRY	Fashion	153	Genius	The only thing stronger than Burberry's social media is its PR team; brand is synonymous with digital innovation
7	DOLCE & GABBANA	Fashion	140	Genius	Brand scores points for mobile site and YouTube presence
8	GIORGIO ARMANI	Fashion	139	Gifted	Cristiano Ronaldo YouTube video and site feature attracts eyeballs; brand misses the mark with <i>Armani Live</i> Facebook app
8	SWAROVSKI	Watches & Jewelry	139	Gifted	Top in its category, the creation of a mobile site or application would elevate it to its Genius status
10	TIFFANY	Watches & Jewelry	138	Gifted	Threads the needle between commerce and brand building
11	CHANEL	Fashion	134	Gifted	From iPad advertising to the Martin Scorsese <i>Bleu de Chanel</i> YouTube video, brand is making investments; site still falls flat
11	OSCAR DE LA RENTA	Fashion	134	Gifted	OscarPRGirl's Twitter account grew 35% from June through August this summer, tweeting about music and hot yoga in the Hamptons
13	DIANE VON FURSTENBERG	Fashion	133	Gifted	Brand knows the rap around social media; designed a dress available exclusively through its iPhone app to celebrate the launch
13	TORY BURCH	Fashion	133	Gifted	From shoppable video on Facebook to one of the more authentic voices on the web, this designer-turned-brand continues to amass fans online

DIGITAL IQ RANKING



Fashion



Men's
Fashion



Watches &
Jewelry



Shoes &
Leathergoods

Overall Rank	Retailer	Category	Digital IQ	Class	Comments
15	CALVIN KLEIN	Fashion	132	Gifted	Brand is experimenting with mobile QR codes in latest campaign; partnered with <i>Interview</i> magazine for September iPad issue
15	MICHAEL KORS	Fashion	132	Gifted	With its inaugural tweet midsummer and new glammed out Facebook page, this brand is quickly making up for being late to the party
17	HERMÈS	Fashion	126	Gifted	"J'aime mon carre" social media site shows the myriad of ways to wear the iconic Hermès scarf
17	JIMMY CHOO	Shoes & Leathergoods	126	Gifted	Mobile print ad in <i>W</i> magazine and May's "Catch A Choo" Foursquare treasure hunt are just two of the ways brand punches above its weight class
19	PAUL SMITH	Men's Fashion	120	Gifted	Good blog by the man himself and a solid e-commerce site bolster this welter-weight
19	YVES SAINT LAURENT	Fashion	120	Gifted	With the second-highest number of Twitter followers, strong social media audiences bumped this brand up 46 IQ points since last year
21	MARC JACOBS	Fashion	119	Gifted	Geo-local pioneer with its "Fashion Victim" Foursquare badge; a long-awaited foray into e-commerce could move this brand to the top
22	CHRISTIAN LOUBOUTIN	Shoes & Leathergoods	118	Gifted	Recent e-commerce launch wins points for pairing personality with an easy shopping experience
23	JOHN VARVATOS	Men's Fashion	117	Gifted	Dynamic, blogging figurehead shares the essence of rock n' roll cool online
24	TAG HEUER	Watches & Jewelry	116	Gifted	This high-ranking watch brand is elevated by a commerce-centric site and its iPhone app for the Monaco V4
25	LONGINES	Watches & Jewelry	114	Gifted	Ahead of its time as the first luxury watch brand to sell online
26	HUBLOT	Watches & Jewelry	113	Gifted	Content-packed site may be too clever: navigation is challenging; World Cup advertising led to online traffic growth
26	ROBERTO CAVALLI	Fashion	113	Gifted	This flashy fashion house's strong e-commerce site is offset by a brand site entirely in Italian
28	COLE HAAN	Shoes & Leathergoods	107	Average	Boasts strong e-commerce site and search marketing, but can't compete with the social media audiences of luxury's leaders

DIGITAL IQ RANKING



Fashion



Men's
Fashion



Watches &
Jewelry



Shoes &
Leathergoods

Overall Rank	Retailer	Category	Digital IQ	Class	Comments
29	LONGCHAMP	Shoes & Leathergoods	106	Average	Multilingual Twitter presence; brand has rallied its social media around ambassador Kate Moss
29	PRADA	Fashion	106	Average	E-commerce launch wasn't enough to buoy this Italian label; still nowhere with social media
31	DONNA KARAN	Fashion	105	Average	Tweeting more than 20 times a day to a following of 160,000, DKNY's PR team sets the benchmark for authenticity
31	FENDI	Shoes & Leathergoods	105	Average	Revamped Facebook page scores engagement points
31	THEORY	Fashion	105	Average	Functional site scores commerce points, but Facebook baby steps aren't enough to propel Theory out the average ranks
34	MONTBLANC	Watches & Jewelry	104	Average	Facebook link and strong customer service is a start, but the writing is on the wall if Montblanc doesn't enhance its digital footprint
35	BULGARI	Watches & Jewelry	102	Average	Jeweler is experimenting with social media and purchasing competitor search terms
36	VALENTINO	Fashion	101	Average	Ahead of the class in mobile with an iPad app highlighting Fall/Winter 2010/11; the brand's subpar social media holds it back
37	OMEGA	Watches & Jewelry	100	Average	Innovative quick-view on site scrolls through watchbands before clicking on product page
38	CHRISTIAN DIOR	Fashion	97	Average	Even bolstered by the social media activity of its beauty line, Dior disappoints
39	JAEGER-LECOULTRE	Watches & Jewelry	92	Average	Site and LeClub community seem stuck in time, though the brand's mobile app is keeping pace
39	PIAGET	Watches & Jewelry	92	Average	Good-looking YouTube channel and experimentation on Facebook and Twitter are a start, but still needs to move beyond PR
39	VAN CLEEF & ARPELS	Watches & Jewelry	92	Average	Portions of the site are as enchanting as the jewels themselves, and "A Day in Paris" mobile app is now integrated with Foursquare
42	BOTTEGA VENETA	Fashion	90	Average	Site re-launch provided forward momentum, but more investment needed for brand to keep up with fashion peers

DIGITAL IQ RANKING



Fashion



Men's
Fashion



Watches &
Jewelry



Shoes &
Leathergoods

Overall Rank	Retailer	Category	Digital IQ	Class	Comments
42	DAVID YURMAN	Watches & Jewelry	90	Average	Buoyed by its iPhone app, this brand is just above the waterline; scores points on site for top-notch customer service
44	ALEXANDER McQUEEN	Fashion	89	Challenged	A pioneer in streaming its fashion shows live, but limited mobile and social media are crippling to IQ
44	CARTIER	Watches & Jewelry	89	Challenged	One of the biggest missed opportunities in digital; Facebook page is more than 30,000 strong but no fan engagement
44	RAYMOND WEIL	Watches & Jewelry	89	Challenged	Fundraising for cancer nudged this brand into limited e-commerce for the month of September
47	VERSACE	Fashion	88	Challenged	Prohibitive load time stifles on-site video; brand is nowhere with Search
48	ROLEX	Watches & Jewelry	87	Challenged	Flagship brand boasts a compelling website, but invisible on social media
49	MOVADO	Watches & Jewelry	85	Challenged	Brand delivers on Facebook engagement, but no presence on YouTube or Twitter
50	AUDEMARS PIGUET	Watches & Jewelry	82	Challenged	The load times for this flash-heavy site make watch browsing feel like a waste of time
51	BALENCIAGA	Fashion	81	Challenged	With very limited content and no Twitter account, this Spanish fashion house has accumulated more than 120,000 Facebook fans
52	CHLOÉ	Fashion	79	Challenged	Images are sumptuous, but opportunity to interact with users is overlooked; social media posts read like press releases
52	ERMENEGILDO ZEGNA	Men's Fashion	79	Challenged	Impeccably tailored branding across platforms and a new e-shop make this brand one to watch
54	HARRY WINSTON	Watches & Jewelry	76	Challenged	Mobile app for timepieces highlights the brand's classic aesthetic
55	IWC	Watches & Jewelry	75	Challenged	Facebook push in mid-August has paid off: likes have nearly doubled since July
56	BALLY	Shoes & Leathergoods	74	Challenged	Well-heeled, attractive site lacks functionality, though Facebook page scores points for content
56	FABERGÉ	Watches & Jewelry	74	Challenged	Service-centric gem of a site could be the future of super-luxury e-commerce. An absence of digital marketing, mobile, or social media presence keeps the brand in the Challenged class

DIGITAL IQ RANKING



Fashion



Men's
Fashion



Watches &
Jewelry



Shoes &
Leathergoods

Overall Rank	Retailer	Category	Digital IQ	Class	Comments
58	ALFRED DUNHILL	Men's Fashion	73	Challenged	Only Richemont brand to offer e-commerce, but takes hits for not having a Facebook page
59	CATHERINE MALANDRINO	Fashion	71	Challenged	This French femme makes social media her own, but slips down the list as her followers wait for e-commerce
59	SALVATORE FERRAGAMO	Fashion	71	Challenged	Beautiful site is difficult to appreciate given the interminable load times
61	ZAC POSEN	Fashion	69	Feeble	New York native's website is store-front chic, but serves as little more than a look book
62	TOD'S	Shoes & Leathergoods	67	Feeble	Strong effort with the "My Life is in this Bag" app, but frustrating site leaves room for improvement
63	DeBEERS	Watches & Jewelry	63	Feeble	Commerce-oriented when compared with category, but nowhere with social media
64	CHOPARD	Watches & Jewelry	61	Feeble	<i>Chopard Diary</i> blog brings some life to an otherwise staid online offering; brand has plummeted since last year's ranking
64	VACHERON CONSTANTIN	Watches & Jewelry	61	Feeble	<i>Hour Lounge</i> discussion forum connects horologists worldwide
66	BACCARAT	Watches & Jewelry	56	Feeble	Surprisingly sophisticated Facebook site includes link to e-shop through Neiman Marcus
67	PATEK PHILIPPE	Watches & Jewelry	54	Feeble	Highly responsive Facebook account is a start
68	MANOLO BLAHNIK	Shoes & Leathergoods	49	Feeble	Renowned brand has nearly 200,000 Facebook fans, hinting at its digital potential
69	FRANCK MULLER	Watches & Jewelry	39	Feeble	Cookie-cutter website doesn't convey the brand's uniqueness
70	GRAFF	Watches & Jewelry	35	Feeble	Digital presence for the king of diamonds lacks brilliance
71	BULOVA	Watches & Jewelry	32	Feeble	Dated website and lack of social media engagement marks this brand as behind the times
72	BUCCELLATI	Watches & Jewelry	21	Feeble	Family-run house of jewels has yet to move beyond brochure-ware online

KEY FINDINGS

Fashion Forges Ahead

Led by digital pioneers Coach and Burberry, the 16 Fashion and Shoes & Leathergoods brands ranked in both the 2009 and 2010 indices increased their IQ by an average of 24 points. Meanwhile peers in the Watches & Jewelry category demonstrated IQ decreases of nine points, with Rolex, Cartier, and Chopard falling more than two IQ classes. The standard deviation of the 2010 Index increased by more than 10 points over 2009, indicating that a class of innovators is beginning to pull away from the pack.



“Social Media and digital in general have disrupted the natural order of many organizations by cutting across nearly every function—from communications, sales, and marketing to customer service and product research. Companies that are nimble and adaptive marketers are going to win.”

— Adam Lavelle
Chief Strategy Officer, iCrossing

DIGITAL IQ COMPARISON: 2009 vs. 2010

Data Represents the 42 Brands Included in Both Indices

	2009	2010	Difference
 AVERAGE DIGITAL IQ®	95	98	+3
Standard Deviation	28.7	39.1	+10.4
 Fashion Brands: AVERAGE DIGITAL IQ®	107	131	+24
 Watches & Jewelry Brands: AVERAGE DIGITAL IQ®	88	79	-9

Social Media Platform	2009	2010	Difference
 % of Brands on Facebook	79%	90%	+11%
“Like” Growth	-	-	+276%
 % of Brands on Twitter	17%	48%	+31%
Follower Growth	-	-	+1,434%
 % of Brands with YouTube Channel	26%	55%	+29%

KEY FINDINGS

Biggest Winners

2010 has brought major shifts in the luxury digital ranks. Coach and Burberry demonstrate that organizational commitment pays dividends. Senior executives at both brands have been extremely vocal about the important role digital plays in driving business growth, and our data suggests their chops online live up to the hype. Fabergé made one of the largest Digital IQ leaps, gaining 63 points after relaunching its collection and site in September 2010. The jeweler's whimsical web platform is its only storefront, and its high-touch offering could serve as a crystal ball for the future of luxury e-commerce. Yves Saint Laurent and Chanel have made gains on the heels of huge social media followings. However, both brands struggle with sites that underwhelm.

Biggest Losers

The Watch & Jewelry category has fallen to the bottom of the digital heap. Iconic brands such as Rolex, Chopard and Cartier can no longer rely on high traffic and inbound links to bolster their Digital IQ. Not only have these brands failed to enhance their commerce offering, they have also ignored social media. Their communities on Facebook offer limited engagement. None of the three brands are on Twitter, and only Chopard and Cartier maintain a YouTube page. An estimated 78 percent of affluent Internet users are active on social networking sites, and 66 percent³ conduct research online before making a major purchase, suggesting that a limited digital presence could have a negative impact on offline sales.

3. "The New Face of Affluence Study." Dwell Strategy + Research, March 2010

BIGGEST WINNERS: 2009 vs. 2010

Rank	Brand	2009		2010		Differential
		Digital IQ	Class	Digital IQ	Class	
1	COACH	108	Average	171	Genius	+63
2	FABERGÉ	11	Feeble	74	Challenged	+63
3	BURBERRY	107	Average	153	Genius	+46
4	YVES SAINT LAURENT	74	Feeble	120	Gifted	+46
5	CHANEL	91	Average	134	Gifted	+43

BIGGEST LOSERS: 2009 vs. 2010

Rank	Brand	2009		2010		Differential
		Digital IQ	Class	Digital IQ	Class	
1	CHOPARD	108	Average	61	Feeble	-47
2	ROLEX	129	Gifted	87	Challenged	-42
3	BUCCELLATI	60	Feeble	21	Feeble	-39
4	CARTIER	124	Gifted	89	Challenged	-35
5	PATEK PHILIPPE	82	Challenged	54	Feeble	-28

KEY FINDINGS

Digital IQ = Traffic Growth

Digital competence leads to more site traffic. The 21 brands that increased their Digital IQ demonstrated annual traffic growth of 52 percent, versus traffic growth of just eight percent for brands that registered IQ decreases. The seven brands that launched e-commerce registered average traffic growth of 263 percent.

Social-sharing on sites also led to traffic growth. The 41 brands with social sharing registered traffic growth of 42 percent, versus growth of 18 percent for brands with no social sharing. Other brands with significant traffic growth include Alexander McQueen (designer passed away), Ferragamo (launched new site), Hublot (offline World Cup advertising), and Burberry (innovative digital programs).



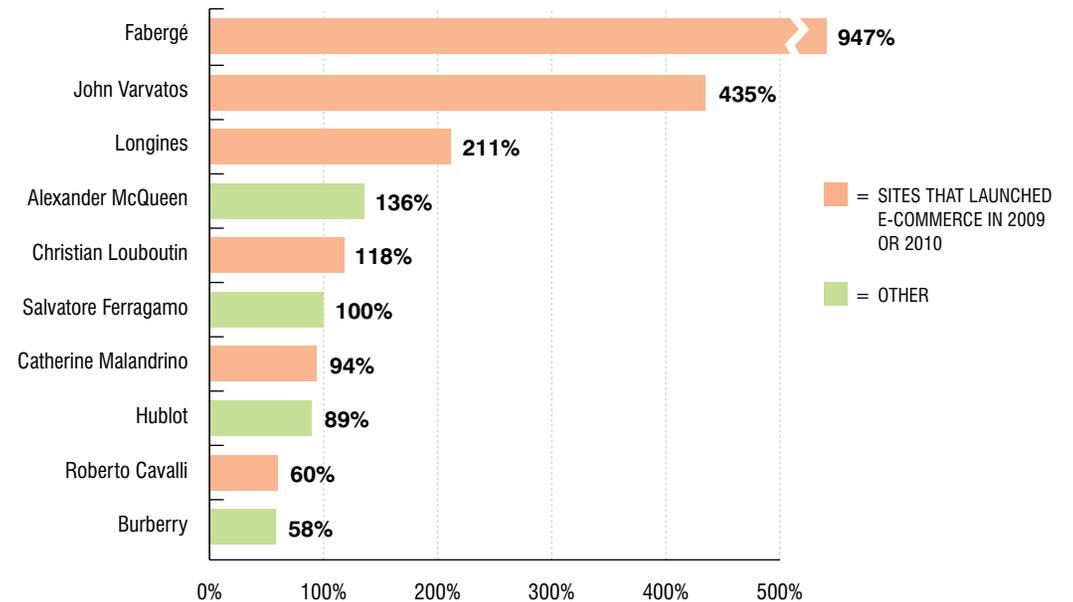
“There is a true ‘network effect’—when brands integrate multiple digital tactics into one connected program, they see significantly better growth and marketing results. Brands have to focus on connecting the dots to get the most out of their digital spend.”

— Adam Lavelle
Chief Strategy Officer, iCrossing



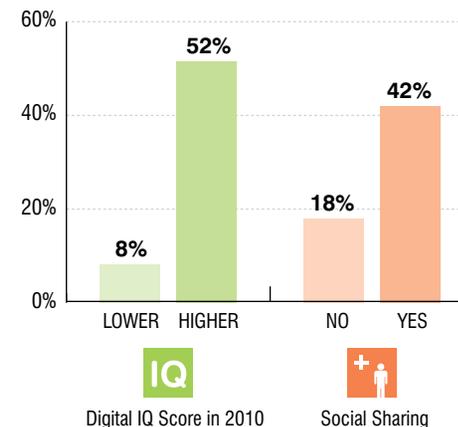
TOP 10 BRANDS: ANNUAL TRAFFIC GROWTH

(August 2009 - August 2010)



IMPACT OF DIGITAL IQ & SOCIAL SHARING ON TRAFFIC GROWTH

(August 2009 - August 2010)



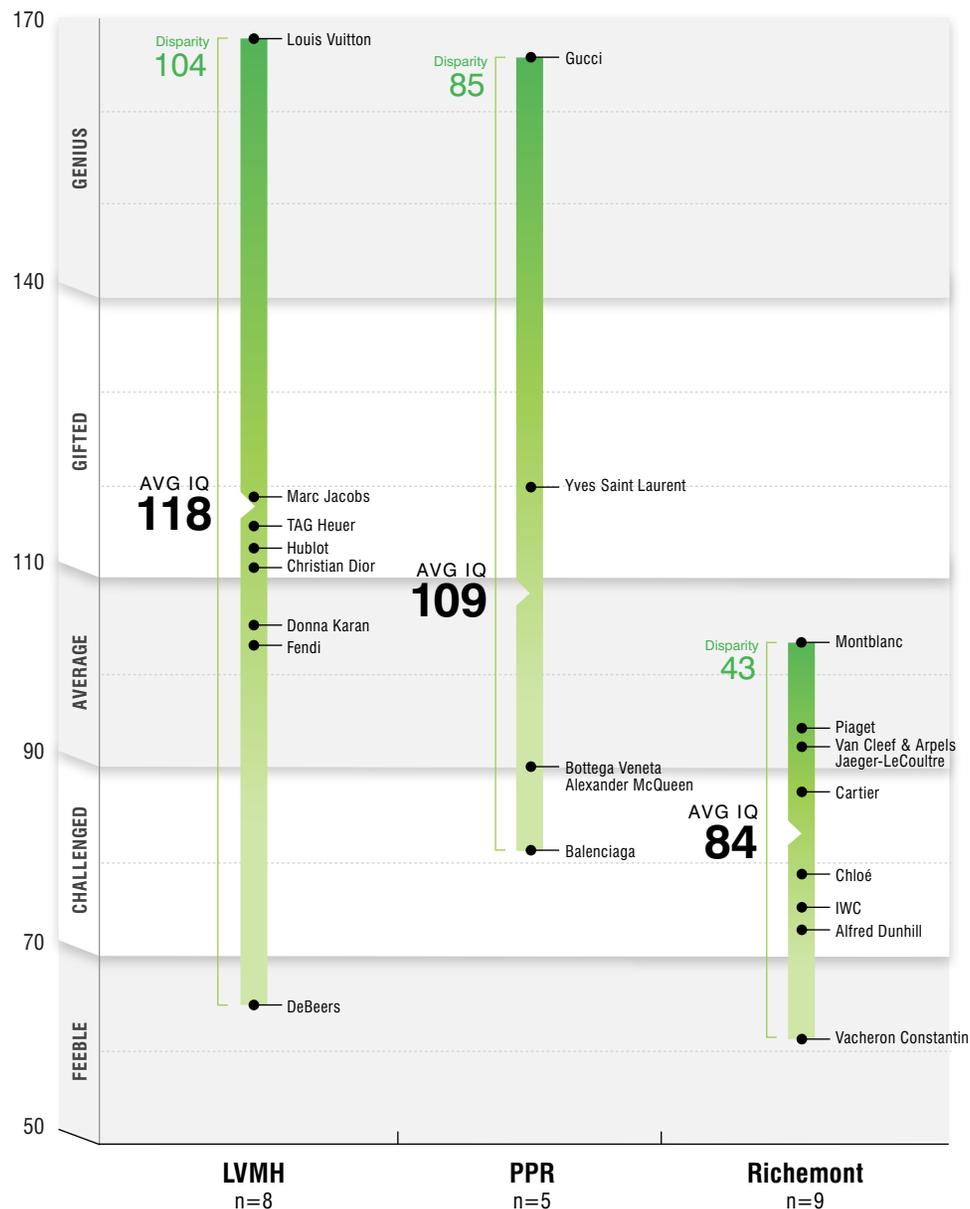
KEY FINDINGS

LVMH Leads, Richemont Lags

An analysis of Digital IQ across the three largest luxury conglomerates suggests companies are failing to leverage economies of scale in digital. LVMH, with seven brands, registered an average Digital IQ 18 points higher than the Index average. Its TAG Heuer and Hublot brands scored some of the highest IQs in the Watch & Jewelry category. DeBeers is the only brand in the conglomerate to score a below-average Digital IQ.

PPR's digital efforts are largely a tale of "Genius" Gucci, which registered an IQ of 166 after launching a new site and garnering significant Facebook growth. Despite large social media audiences, PPR's other brands struggle online. Save for its April acquisition of e-commerce giant NET-A-PORTER, Richemont is in the slow lane of the digital highway. Its signature brand, Cartier, demonstrates one of the largest missed opportunities online, posting a "Challenged" IQ. Dunhill is the sole brand, of the conglomerate's nine in the Index, to sell online.

DIGITAL IQ BY LUXURY CONGLOMERATE



KEY FINDINGS

Q: Your Biggest Door?

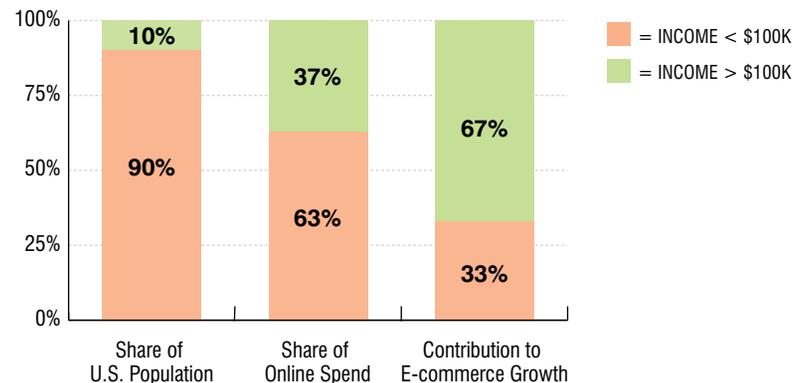
A: No, Your Biggest Business

More than half of the brands in the Index are e-commerce enabled, with seven launching online sales in the past year. The 39 brands that sell online boast an average Digital IQ of 117, versus 79 for the 33 brands that are not e-commerce enabled. E-commerce enabled brands register the greatest advantage on Social Media, posting scores 31 percent higher than the Index average. Those that sell are more likely to be present on multiple platforms, boast larger communities, and interact more frequently with fans and followers. E-commerce-enabled brands are also more adept digital marketers and more likely to use email and paid search to drive traffic to sites and stores.

In Search of Search

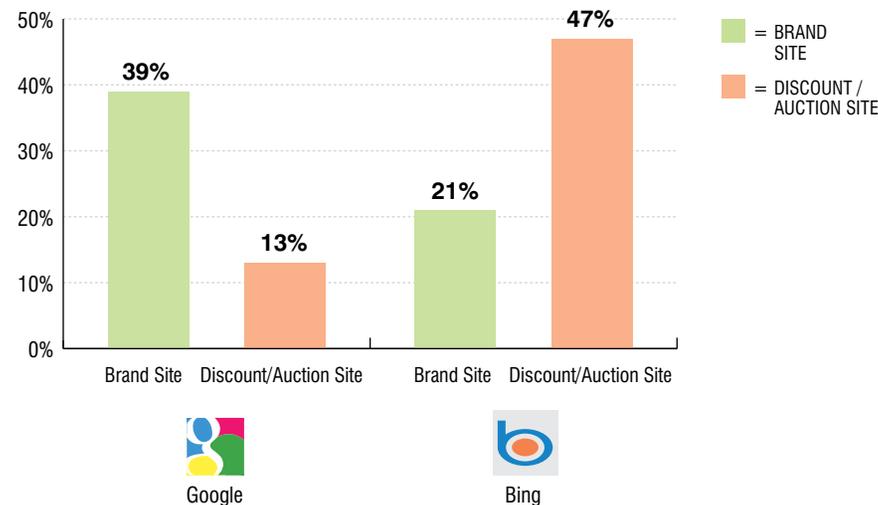
In March 2010, Louis Vuitton lost a five-year legal battle with Google over the search engine's practice of allowing anyone (even potential counterfeiters) to bid on trademarked brand terms. The court decision highlighted the lack of attention to date and forced luxury brands to confront the realities of brand management on valuable search engine real estate. Only 39 percent of brands are purchasing search terms on Google, where department stores and other authorized retailers dominate paid search results. Moreover, 13 percent of brand terms still return discount and auction sites such as eBay and Overstock among the top three search results. Bing has received even less attention, with only 21 percent of brands purchasing search terms. Nearly half of brand search terms return a discount or auction site among the top three paid search results.

U.S. RETAIL E-COMMERCE by Household Income



Sources: American Express Publishing and Harrison Group, "Survey of Affluence & Wealth in America" April 2010; comScore, "State of the U.S. Online Retail Economy in Q2 2010" August 19, 2010

PAID SEARCH RESULTS: BRAND SEARCH TERMS % of Results in Top Three Paid Ads



KEY FINDINGS

Email: Failing to Deliver

Even with the advent of social media, email remains one of the highest ROI marketing vehicles. Nine brands, including Rolex and Manolo Blahnik, do not offer email opt-in on their brand sites. Eleven of the brands that allowed sign-up did not email within the two-month period when data was collected. Only half of the brands contacted email opt-ins more than once within the two-month period. Calvin Klein and Michael Kors were the most frequent email marketers averaging 5.5 and four emails per week, respectively.

All About Apps

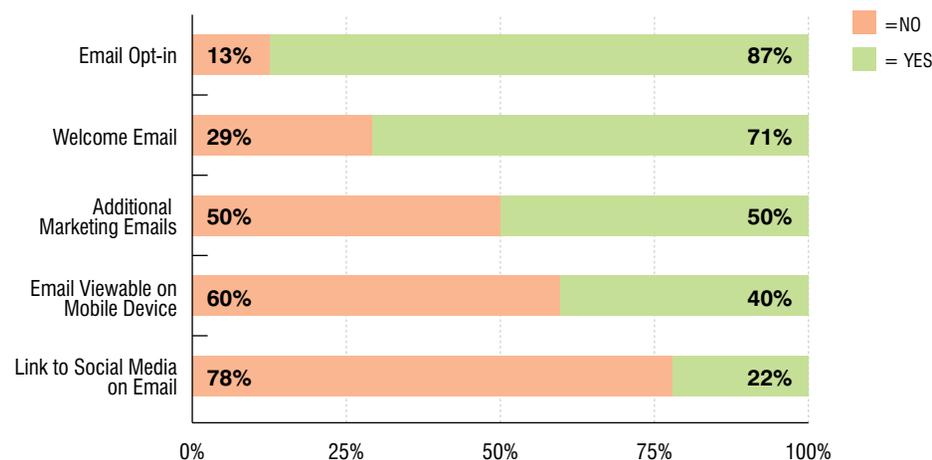
Although 20 percent of affluent shoppers and 27 percent of ultra-high-net-worth shoppers have engaged in mobile commerce⁴, just five brands in the Index offer a commerce-enabled mobile experience. Only seven brands in the study have mobile-enabled sites. Luxury and mobile has become synonymous with the iPhone app, and almost two in five luxury brands have developed a marketing app for the platform.

Gucci is one of luxury's mobile success stories and has seen more 600,000 downloads of its commerce-enabled app, also available for the iPad.⁵ However, many luxury apps provide limited functionality and utility and suffer from anemic downloads. Although several brands in the Index have designed cases for the iPad, only five have developed iPad specific applications, most recently Burberry and Valentino. Some brands, including Chanel, Marc Jacobs, and Calvin Klein, have experimented with advertising on apps hosted on the iPad platform.

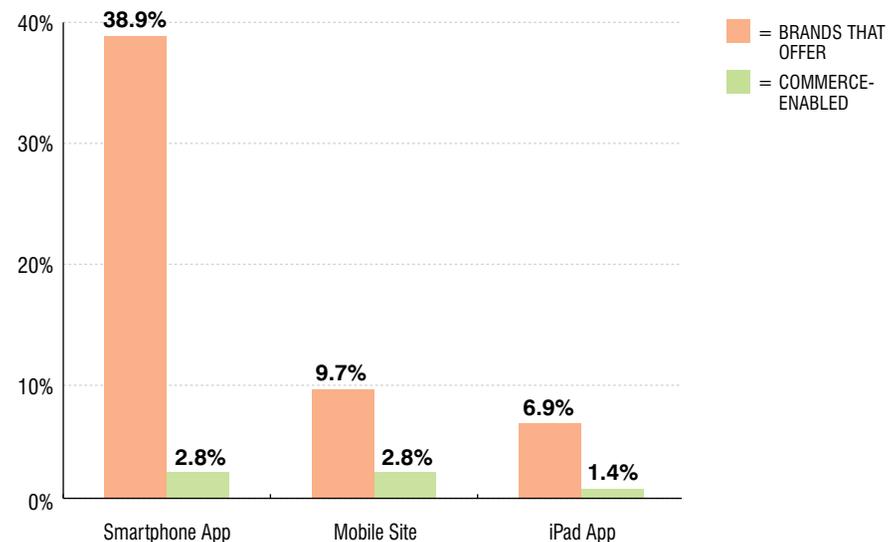
4. eMarketer, June 1, 2010

5. "Gucci Exec Reveals Mobile Commerce App Sees 600k Downloads," Giselle Tsurulnik, *Mobile Commerce Daily*, June 29, 2010

EMAIL MARKETING % of Brands



MOBILE PRESENCE % of Brands with the Following



KEY FINDINGS

Social Mania

Ninety percent of brands boast a page on Facebook (up from 78 percent a year ago), and half have a presence on Twitter and YouTube (up from 17 percent and 26 percent, respectively). Audience growth on these platforms continues to flourish.

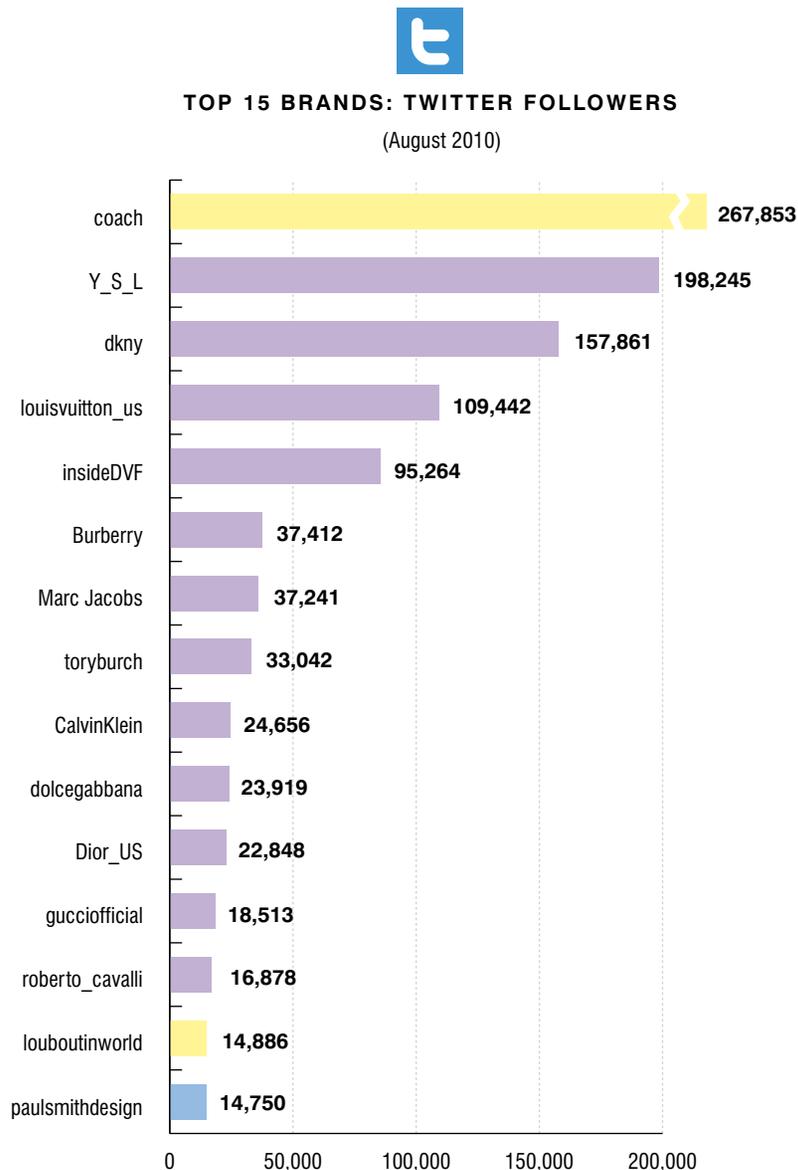
From July to September brand "likes" on Facebook increased by an average of 11 percent per month, with leader Gucci adding more than 8,500 "likes" per day. On Twitter, brand followers increased an average of 15 percent month on month. Handles Y_S_L, dkny, and insideDVF showed the largest increases, each adding more than 15,000 followers from July through August.

Luxury brands are also beginning to experiment with geo-local, and Foursquare appears to be the platform of choice. Brands with the most check-ins include Louis Vuitton, Ralph Lauren, and Marc Jacobs. LV and Marc Jacobs have experimented with some of the industry's first geo-local programs.



“ Brands have historically bought media to get the attention of their audiences. Now, they also have to earn that attention in social spaces by thinking like real-time publishers, focusing on ongoing custom content development and community management. ”

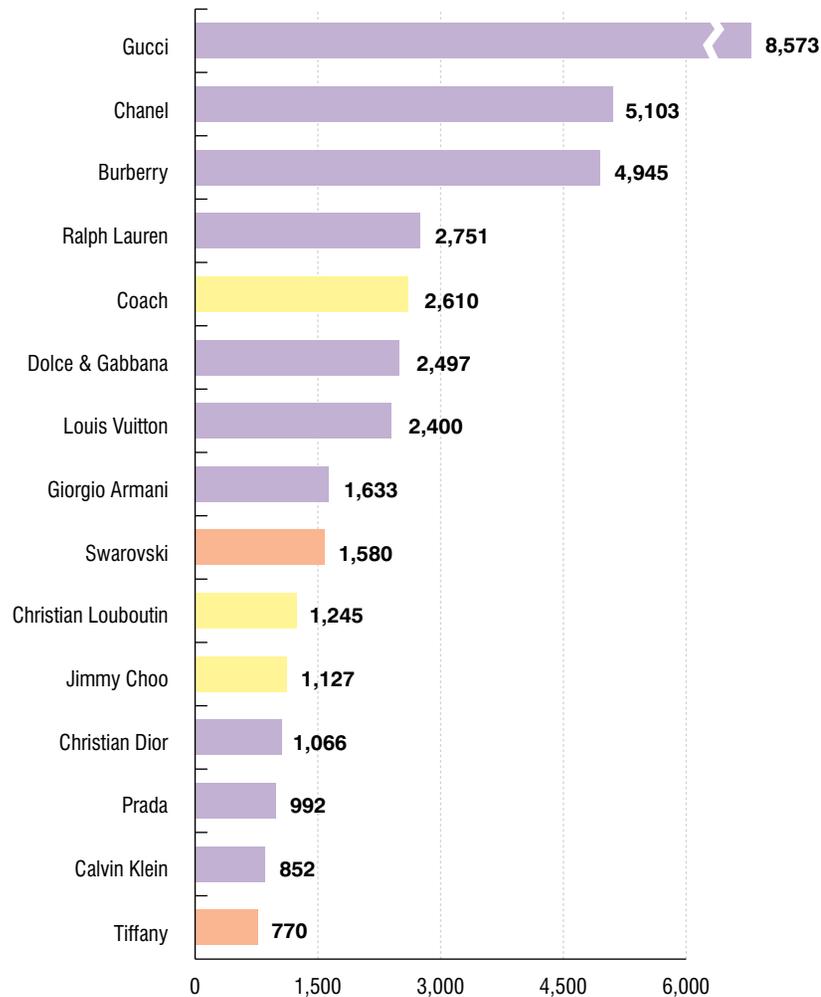
— Adam Lavelle
Chief Strategy Officer, iCrossing



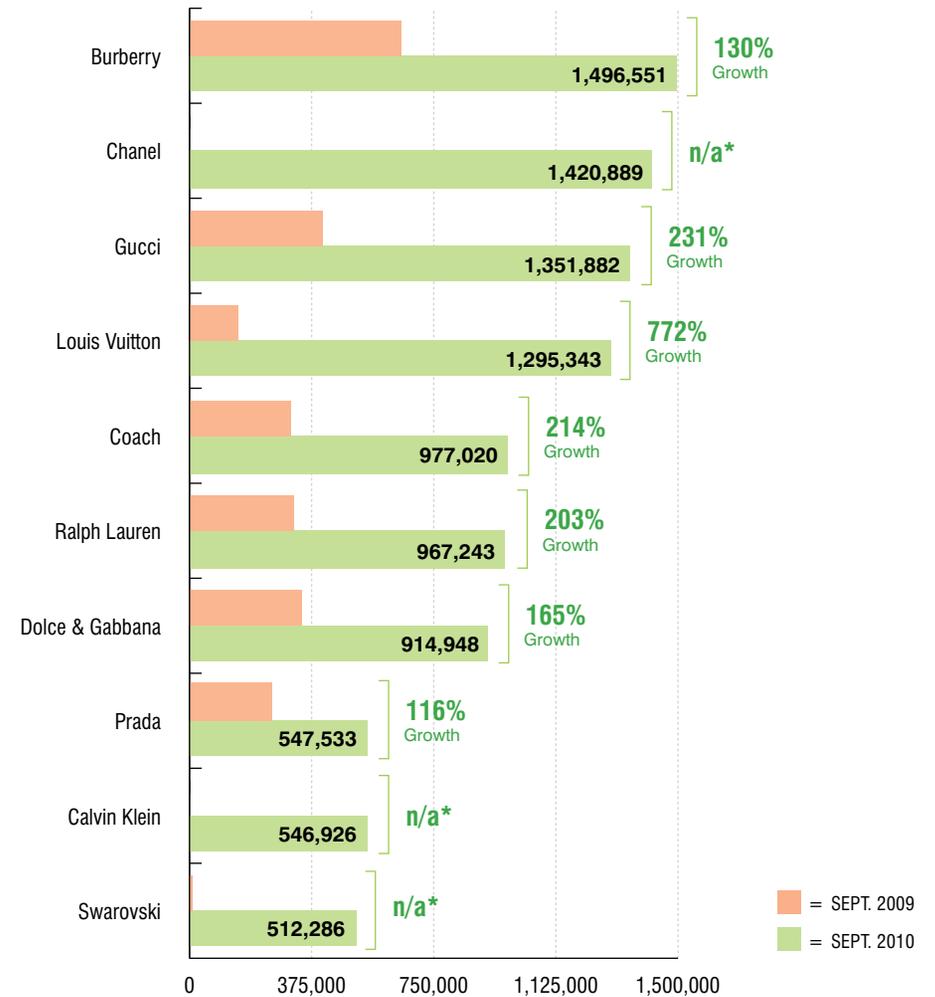
KEY FINDINGS



TOP 15 BRANDS: AVERAGE NEW LIKES PER DAY
(July - September 2010)



TOP 10 BRANDS: FACEBOOK FAN RACE
(September 2009 - September 2010)

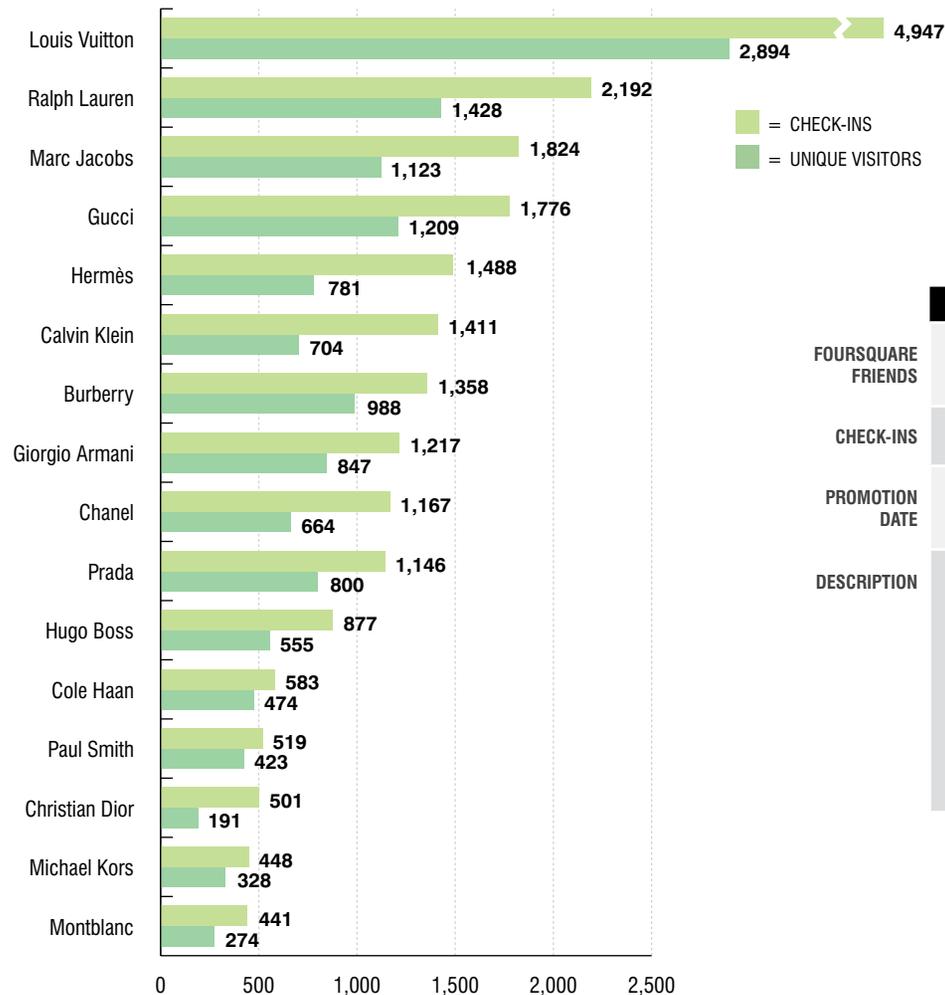


* Brand did not maintain Facebook page in 2010

KEY FINDINGS



TOP 15 BRANDS: FOURSQUARE CHECK-INS
(Cumulative through August 2010)



LUXURY BRAND FOURSQUARE PROGRAMS

	MARC JACOBS	JIMMY CHOO	COACH	LOUIS VUITTON
FOURSQUARE FRIENDS	7,500	1,200	N/A	25,700
CHECK-INS	500+	134	126	2,749
PROMOTION DATE	February 2010	April 2010	May 2010	June 2010
DESCRIPTION	Two free tickets to fashion show and "Fashion Victim" badge	Scavenger hunt around London, the first to check in at each location won a pair of running shoes	Free bottle of cologne for check-ins at Men's Store opening weekend	Users who check in at London's New Bond Street store three times earn branded badge; includes tour around recommended London spots

KEY FINDINGS

Facebook Is the New O.S.

In June 2010, Facebook reached 500 million users. The social networking site ranks third in terms of reach among affluent Internet users after Google and Yahoo!.⁶ Of the brands in the Index, Facebook registers as one of the top eight sources of traffic for 73 percent of brand sites, up from 50 percent in 2009.

The amount of traffic coming from Facebook has also increased significantly, averaging 7.3 percent versus 3.4 percent in 2009, suggesting the social networking site is becoming the operating system for marketing online. Traffic from YouTube and Twitter has decreased. Only four brands, Alexander McQueen, Gucci, Ralph Lauren, and Dolce & Gabbana register YouTube as a top source of traffic. Oscar de la Renta is the only brand that boasts Twitter as a top eight traffic source, down from four brands in 2009.



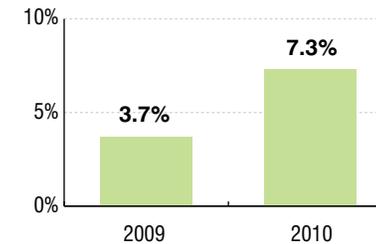
SMO: SOCIAL MEDIA REFERRALS
% of Brands for Whom Each Platform Is a Top 8 Source of Traffic

Social Media Platform	2009	2010
FACEBOOK	50%	73%
TWITTER	4%	1%
YOUTUBE	10%	6%

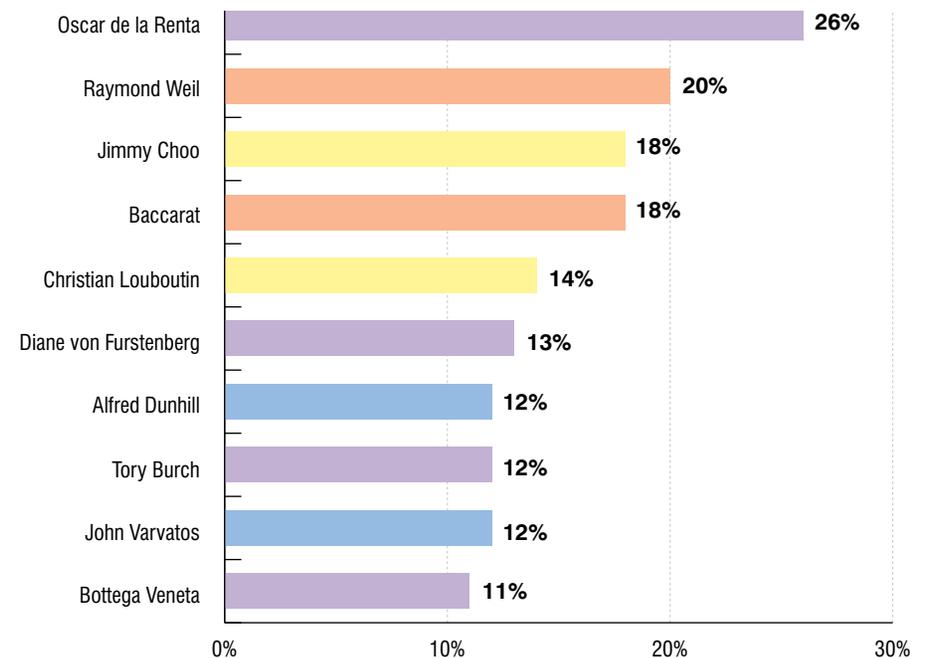
6. "Wealthy Web 2.0: Social Media's Richest Audiences," YM Ousley, Signature9, July 27, 2010.



% OF UPSTREAM TRAFFIC DRIVEN BY FACEBOOK



TOP 10 BRANDS: REFERRAL TRAFFIC FROM FACEBOOK



KEY FINDINGS

Overachievers vs. Underachievers

A closer look at brand's number of Facebook likes versus the number of global monthly organic searches for a brand name on Google (proxy for brand equity online) provides a **litmus test to identify brands that are social media overachievers**. Burberry outpaced all other brands, with a Facebook like base 55 percent higher than predicted given its Google search volume. Fashion peers Dolce & Gabbana, Louis Vuitton, and Giorgio Armani, all of which have made significant investments in Facebook content and an engagement, were on the British brand's heels.

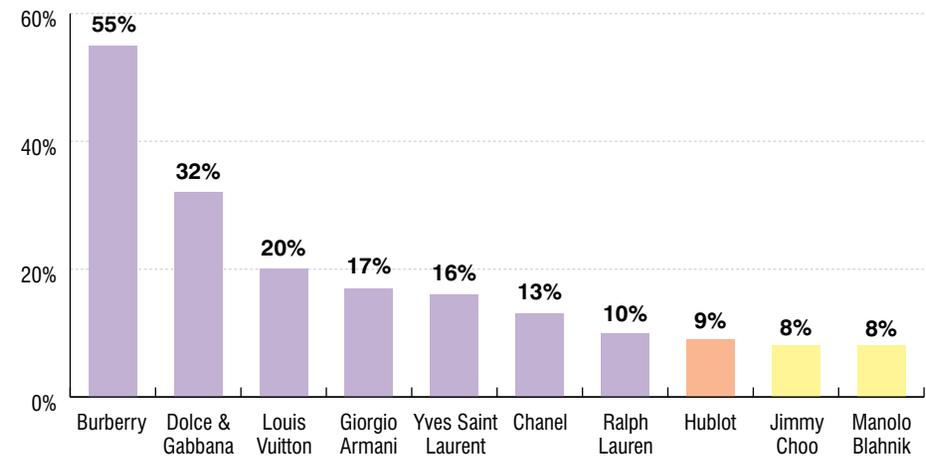
Rolex led the underachievers. The brand gets 2.74 million global monthly searches on Google, but has only 80,000 Facebook likes on a page the brand does not maintain. A closer look at the Facebook content scores (frequency of posts, innovative programs, transaction-orientation) reveals that Overachievers have scores nearly three times those of Underachievers, suggesting success on Facebook is largely the result of platform engagement and programs, not offline equity.



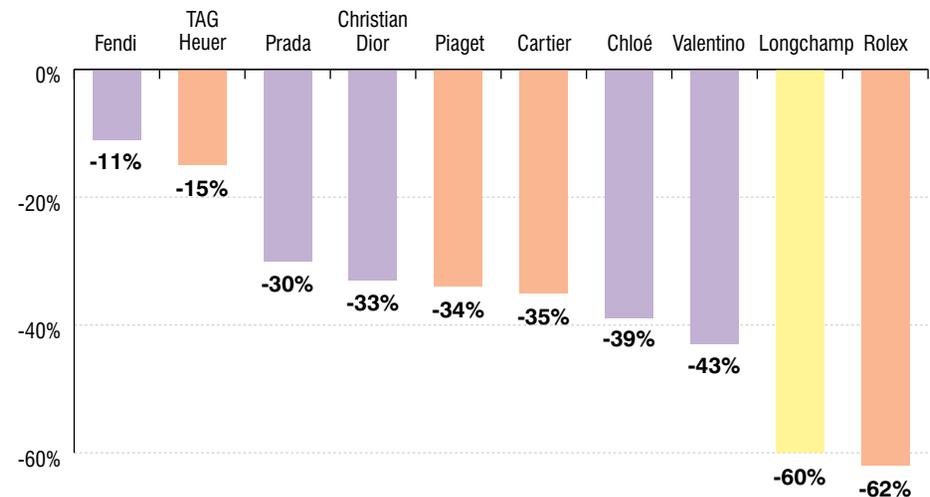
FACEBOOK OVERACHIEVERS & UNDERACHIEVERS

Facebook Likes vs. Brand Google Searches

Overachievers:



Underachievers:



KEY FINDINGS



L2'S ROAD MAP FOR NAVIGATING THE PAST, PRESENT, AND FUTURE OF LUXURY ONLINE

	YESTERDAY	TODAY	TOMORROW
WATCH & JEWELRY ONLINE SALES	BUCCALLATI Blatant brochure-ware; site makes it impossible to locate a product or a store	TAG HEUER Site links to dedicated microsites for authorized retailers online	LONGINES First luxury watch brand to embrace e-commerce; has ignored gray market issues and sells majority of its product line on its site
CUSTOMER SERVICE	ROLEX No phone number, no email address, no web form, and visitors can't opt-in to receive email	MICHAEL KORS & DAVID YURMAN Only traditional e-commerce site to feature live chat	FABERGÉ Jeweler to the Czar's high-touch site boasts 24-hour live chat service in 11 languages
E-COMMERCE	FERRAGAMO Checkout experience requires PDF download for shipping rates and terms	LOUIS VUITTON: Mon Monogram Online shoppers can create their own customized LV luggage	BURBERRY & OSCAR DE LA RENTA Brands have transformed supply chain(s) to offer select runway items immediately via e-commerce a full six months before they are introduced in stores
FACEBOOK ENGAGEMENT	CARTIER 30,000 "likes" but brand has only posted on its wall twice	GUCCI Grew "like" base 64% from July to September and now competes head-to-head with Burberry, Chanel, and Louis Vuitton	COACH Brand experimented with selling directly off its wall; all posts link directly to product page to motivate transaction
ONLINE VOICE	YVES SAINT LAURENT: Y_S_L Second largest Twitter following, but went 2.5 months without a tweet	TORY BURCH: toryburch ZAC POSEN: zac_posen Branding stars give insight into their worlds in 140 characters	OSCAR DE LA RENTA: OscarPRGirl Who says you need to be famous? Playful Twitter account accumulated more than 3,000 followers from July through August
GOOGLE FRIENDLINESS	LOUIS VUITTON After losing lawsuit with Google in March, LV is still absent from paid search	BULGARI One of few in luxury aggressively purchasing competitor search terms	CHANEL Brand purchased search terms to promote recent Martin Scorsese film launch on site and YouTube
MOBILE EXPERIENCE	SWAROVSKI Only top 10 brand with no mobile presence	TIFFANY: Ring Finder iPhone App Marketing app infuses technology into engagement ring search; includes useful ring sizer	HUGO BOSS iPhone and iPad apps, mobile site; launched a branded mobile phone

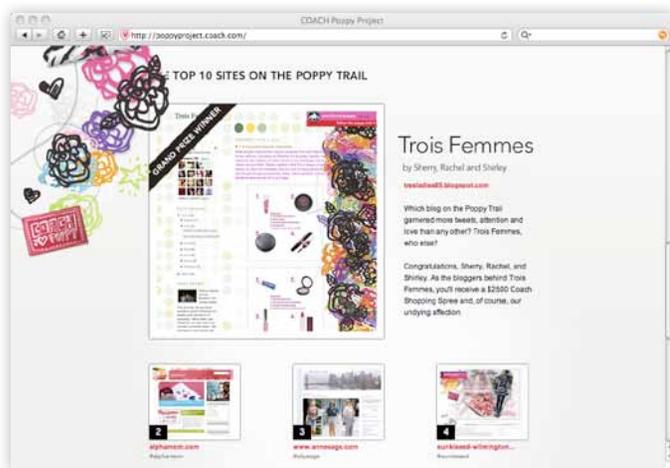
KEY FINDINGS

	YESTERDAY	TODAY	TOMORROW
L2'S ROAD MAP FOR NAVIGATING THE PAST, PRESENT, AND FUTURE OF LUXURY ONLINE			
iPAD INITIATIVES	<p>YVES SAINT LAURENT, FERRAGAMO, & OSCAR DE LA RENTA Great looking iPad cases but limited functionality on the platform</p>	<p>VALENTINO, GUCCI, & TOD'S Apps are great marketing vehicles but lack commerce functionality</p>	<p>MARC JACOBS: V Magazine September issue features designer and allows users to shop products from the latest campaign</p> <p>BURBERRY Distributed commerce-enabled iPad app to VIPs in its stores to shop products straight from the runway</p>
BRAND BLOG	<p>VACHERON CONSTANTIN: Hour Lounge Discussion forum is plagued with poor interface and infrequent updates</p>	<p>DOLCE & GABBANA: Swide.com Dolce & Gabbana blog provides prolific multimedia window into the brand</p>	<p>LVMH: Nowness Unbranded LVMH blog embodies the importance of content creation and curation</p>
YOUTUBE VIDEO	<p>ARMANI Uploads featuring scantily clad Cristiano Ronaldo and Megan Fox score more than a million views but don't connote luxury</p>	<p>CHANEL: Bleu de Chanel Commercial directed by Martin Scorsese is generating earned media off- and on-line</p>	<p>LOUIS VUITTON: "What's in My Bag" Haul Video Haul video created by vlogger JuicyStar07 about contents of Louis Vuitton Speedy bag has scored more than one million views</p>
NEW YORK TIMES HOMEPAGE TAKEOVER	<p>TIFFANY Digital ads reach target rich audience but are flat and fail to engage</p>	<p>PAUL STUART: Phineas Cole & MARC JACOBS: Bang Recent banners link to microsites featuring new product launches</p>	<p>RALPH LAUREN Recent takeovers promote brand's extensive content library including digital children's storybook, Venus Williams virtual coaching session, and live runway show</p>
LUXURY 2.0 SITE	<p>BURBERRY: Art of the Trench Burberry site is a PR darling but after initial traffic rush, it now generates fewer than 5,000 uniques per month</p>	<p>HERMÈS: J'aime mon Carre Hermes microsite piggybacks off Burberry buzz with August launch of site dedicated to the scarf</p>	<p>FACEBOOK Why allocate resources to driving evangelists offsite? Go where the people are</p>
INNOVATIVE SOCIAL MEDIA PROGRAM	<p>CARTIER & MYSPACE Jeweler set up profile in 2008 to promote its Love Collection</p>	<p>RAYMOND WEIL & JAEGER-LECOULTRE The only two brands to intergrate Facebook "like" button on their sites</p>	<p>JIMMY CHOO: CatchaChoo Campaign Jimmy Choo uses Facebook, Twitter, and Foursquare to lead customers on a treasure hunt through London for a pair of sneakers</p>

FLASH OF GENIUS

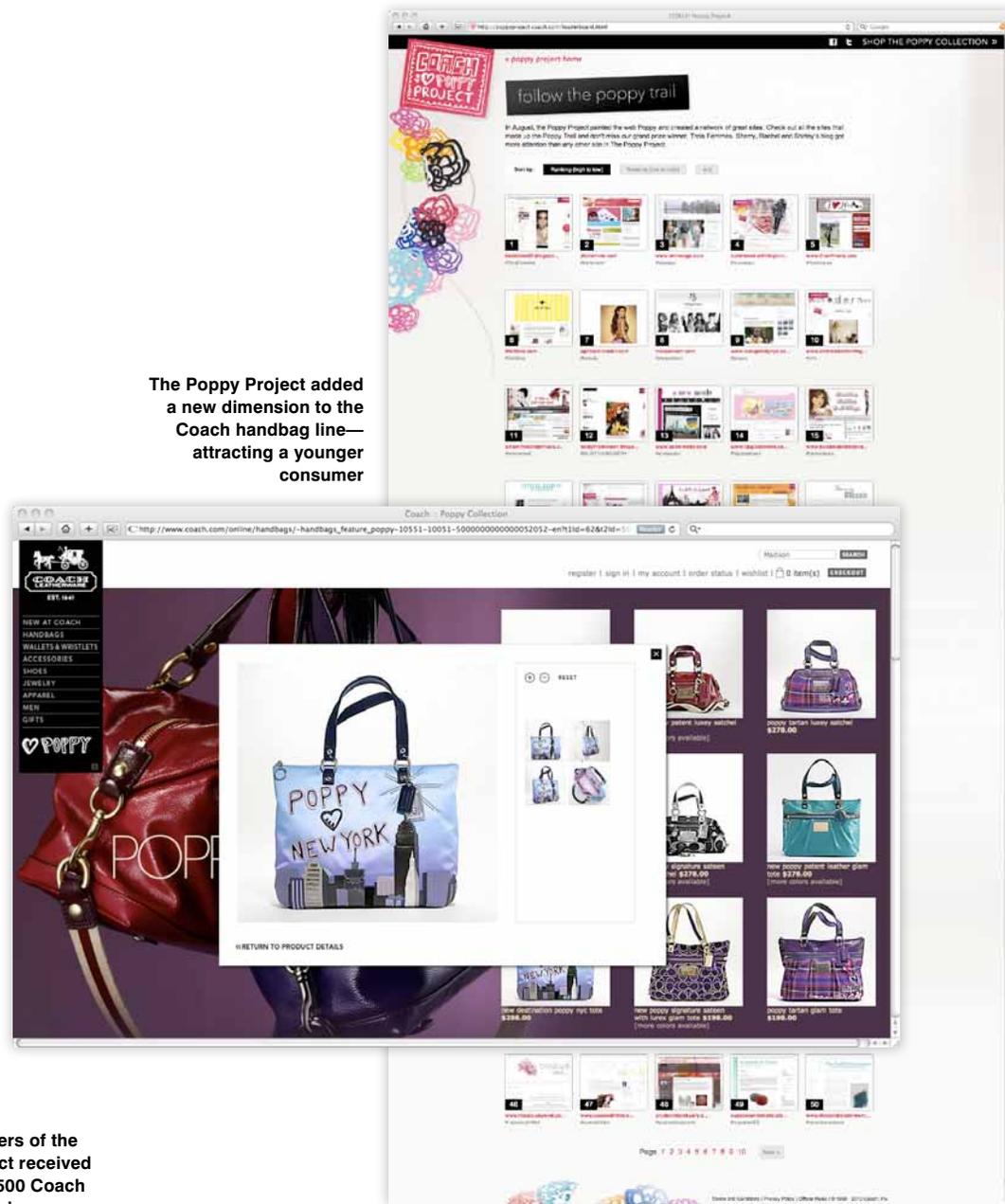
Coach
EVERYTHING'S COMING UP...POPPIES

Coach's Poppy Collection was launched in 2009 in response to recession-driven demands for a more affordable handbag. The introduction of the brightly colored line lowered Coach's average price point from \$330 to \$290 per handbag and provided a ripe laboratory for digital experimentation. This summer's Poppy Project connected 468 blogs and their readers through a web of poppies and the potential for gift cards. Part public art show, part treasure hunt, the poppies grew with each hashtag tweet. In addition to a strong Twitter following, **Coach boasts nearly one million Facebook friends** and is one of the few brands to venture into geo-local with a Foursquare promotion featuring the opening of its first men's store in New York. The brand complements its creative campaigns with a robust site that hits all major e-commerce benchmarks.



Winners of the project received a \$2,500 Coach shopping spree

The Poppy Project added a new dimension to the Coach handbag line— attracting a younger consumer



FLASH OF GENIUS

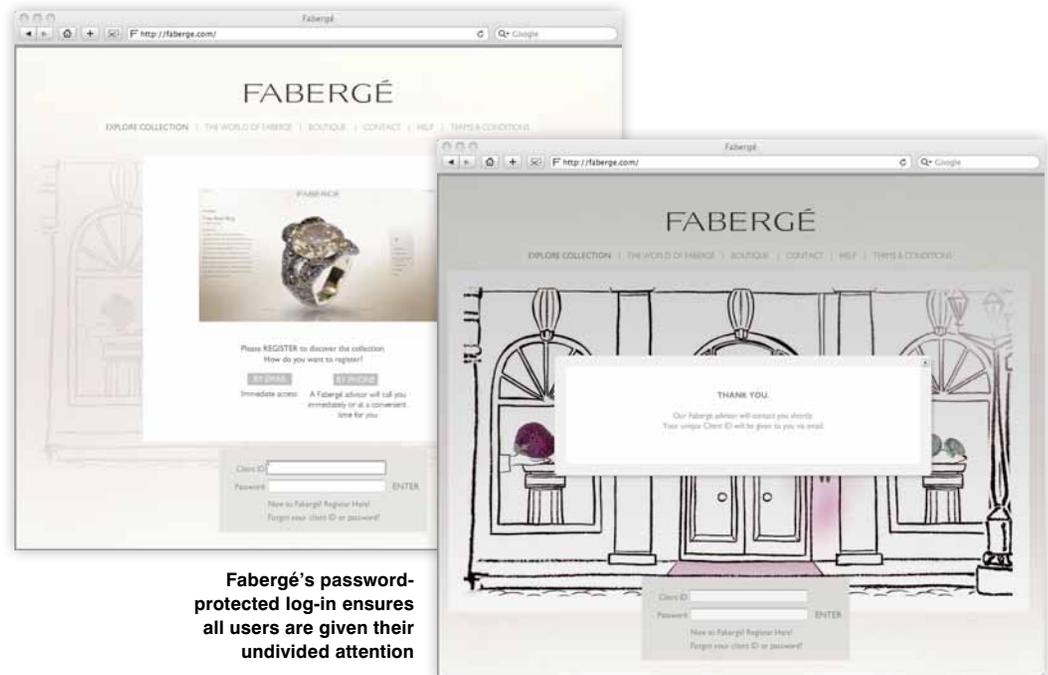
**Fabergé
NEXT GENERATION COMMERCE**

Fabergé's new site could be the future of ultra-luxury e-tailing. Under new ownership, the legendary jeweler launched its online-only presence in September 2009, forgoing the capital investment in bricks and mortar. The site's password-protected inner sanctum preserves the boutique experience while remaining commerce-driven. Product presentation in flash is innovative; gem-encrusted baubles float in the ether of the home page, waiting to be dragged front and center.

The most unique feature of the site, however, is its customer service. Clients are immediately paired with a sales advisor who welcomes them and provides access to the site. Advisors are available in 11 languages, 24/7, for calls, instant messages, or video chats. Should a client want to try a piece, a viewing will be scheduled. If a purchase is made, the item will be hand-delivered. This attention to detail ensures that any Fabergé shopping experience, online or in-store, is managed to the brand's standards. And with price points starting at \$50,000, the bar is high.

The site is not without its glitches: most browsers cannot access it, and a tutorial at log in is provided as a guide for the unconventional (read: not intuitive) navigation.⁷

7.. "Fabergé Relaunches With Online Boutique," WWD. Samantha Conti, September 9, 2010.



Fabergé's password-protected log-in ensures all users are given their undivided attention

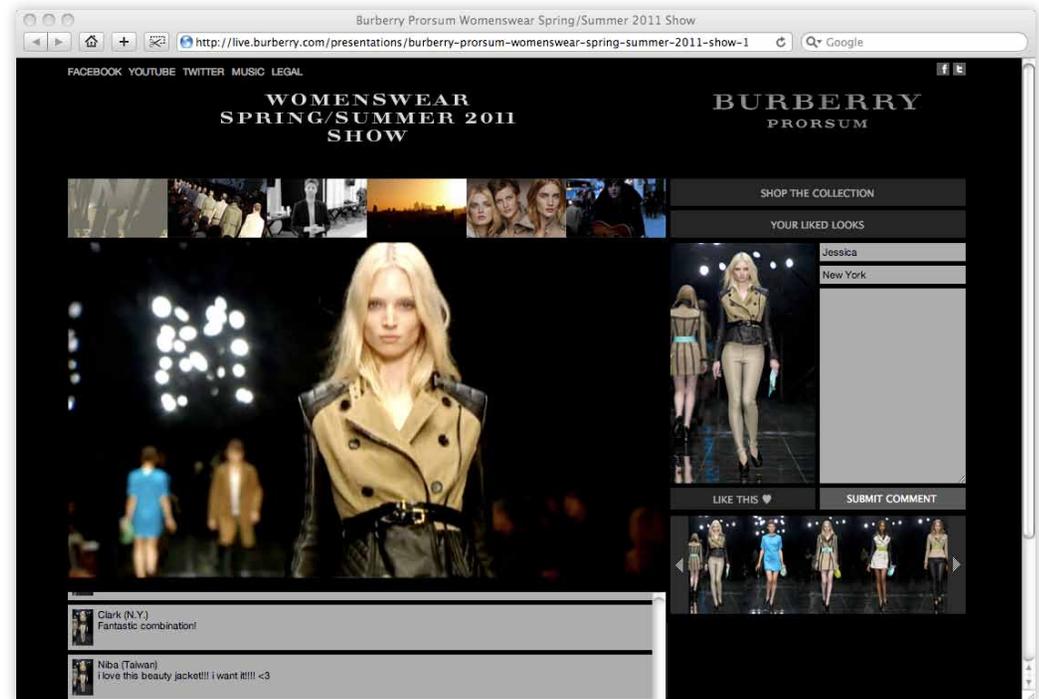


The inner sanctum, highlighting the brand's precious jewels and luxury boutiques

FLASH OF GENIUS**Burberry****LUXURY'S DIGITAL DARLING**

Burberry and digital innovation have become almost as ubiquitous as the brand's signature haymarket check. *The Art of the Trench* launch in November 2009 was heralded by the fashion press and continues to be the most cited benchmark for the luxury opportunity online. Although traffic to the Art of the Trench site has fizzled, Burberry's digital team continues to sizzle. In January, Burberry spokesperson Emma Watson was featured in a video directed at the brand's Facebook community. In February, the Burberry team streamed its AW2010 show in 3D at select locations globally. While the marketing team earns kudos for nimble experimentation, it is the brand's PR operation that reinforces the role of offline marketing in the success of online efforts.

Burberry's true innovation is the transformation of its operations and supply chain. The brand has truncated the typical six-month lag from runway to store and allows a limited selection of its product-line to be shoppable directly from the catwalk. Burberry's latest show (streamed live shoppable via an iPad app provided to VIP consumers in stores worldwide) received mixed reviews from critics, as some questioned whether the brand was focused more on e-commerce sales than high fashion. The abnormally high heels donned by the models were panned online. A model fell exiting the runway, sparking even more viral heat. Just five days after the show the tumble had attracted more than 500,000 views on YouTube. Or put another way, Burberry is falling forward.



Burberry's live-streaming SS2011 show allowed users to comment and share their favorite looks with friends



Burberry reached out to its audience worldwide, three-dimensionally, via its AW2010 runway show

FLASH OF GENIUS

GucciConnect VOYEUR HAUTE COUTURE

Following the launch of its digital flagship this fall, Gucci debuted GucciConnect to complement its Spring/Summer 2011 show in Milan. More than simply eyeing the catwalk, e-ticket holders for the virtual event were given the experience of going to a show. Live streaming began in the streets of Milan as guests arrived, and four video feeds gave varying perspectives of the show, as well as a glimpse of the excitement backstage. Upping the ante on interactivity, users were invited to stream live video of themselves beneath the broadcast from Milan, allowing attendees to witness others' reactions and discuss the event via chat. A few lucky VIPs had their videos broadcast during the show in Milan, integrating virtual and physical events.

GucciConnect varies camera views enabling users to catch a glimpse of the behind-the-scenes action



Users chat and connect with others throughout the experience

Live streaming of guests as they arrive at the show



FLASH OF GENIUS

**Calvin Klein
MOBILE MANIA**

Calvin Klein has taken its minimalist aesthetic to the mobile arena and is trying to capitalize on the iPad's growth. For example, the brand launched click-to-shop ads within *Interview* magazine's September issue on its iPad application. The issue features more than three hours of Calvin Klein specific content and redirects users to the brand's e-commerce site. The app updates dynamically so users are only served ads for products that are available. Editorial content includes features on the brand's models and a vintage interview between Calvin Klein and Andy Warhol.

In addition to its iPad initiatives, CK has also employed mobile QR codes on billboards in New York and Los Angeles, masking links to the brand's notoriously racy content. Users that unlocked the 40-second commercial featuring model Lara Stone could share the campaign via Facebook and Twitter.



QR codes on Calvin Klein Jeans' billboards unlock racy video content on users' smart phones

CK ads featured in *Interview* magazine's September iPad issue redirect users to the brand's e-commerce site

FLASH OF GENIUS

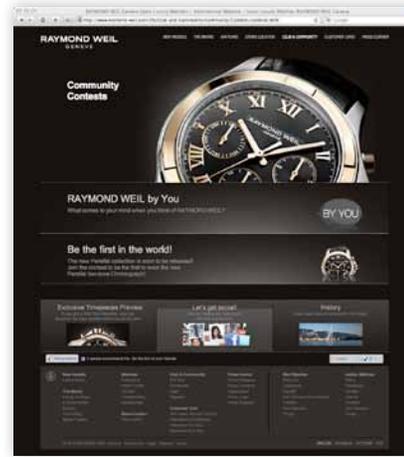
Tory Burch, Diane von Furstenberg, Oscar de la Renta, & Raymond Weil PUNCHING ABOVE THEIR WEIGHT CLASS

Social media allows smaller shops to build a following without breaking the bank. The online efforts of Tory Burch, Diane von Furstenberg, Oscar de la Renta, and Raymond Weil have allowed these smaller players to best some of luxury's Goliaths in brand awareness and loyalty. Tweeting about hikes in Aspen along with new collection pieces, Tory brings her brand to life. Incorporation of technologies including shoppable videos on Facebook put the brand consistently a step ahead. Similarly, DVF tweets from around the world while engaging Facebook fans by soliciting pictures to highlight looks of the week from everyday women.

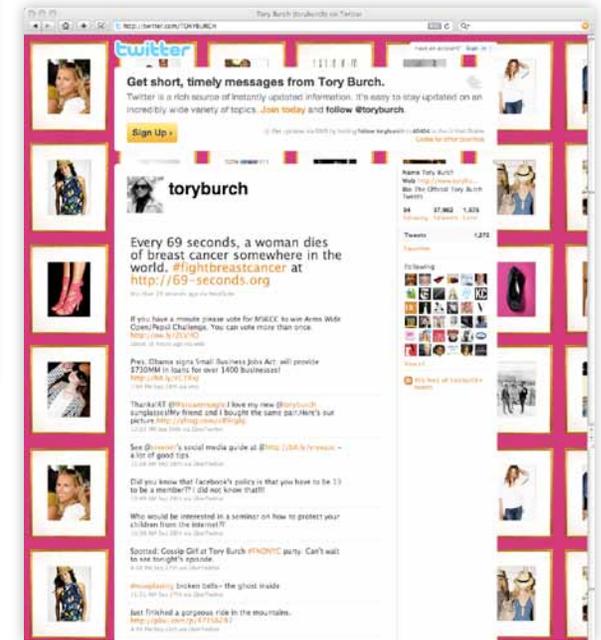
The OscarPRGirl Twitter account is proof that brands can gain momentum without their figurehead. Between July and August the number of followers grew 35 percent, eager to hear more about New York hot spots and adventures in the Hamptons. Raymond Weil has gone toe-to-toe on Facebook with watch brands with much longer legacies and significant turnover and tops iconic Cartier in number of likes. The brand recently solicited fan feedback through the "Raymond Weil by You" contest.



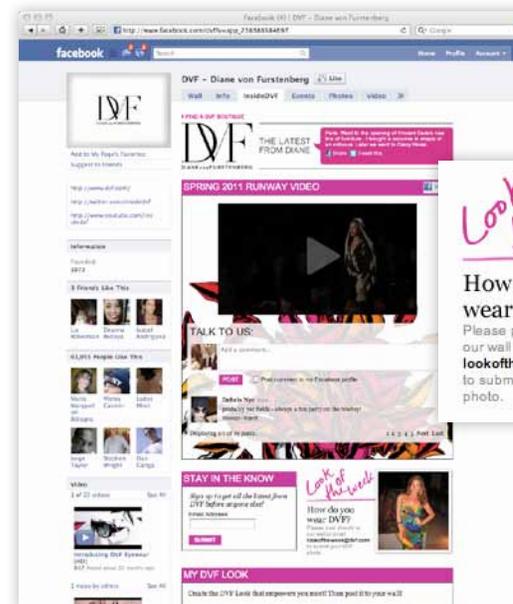
OscarPRGirl connects with followers through in-the-know tweets



"Raymond Weil by You" contest page



Tory Burch's active, personable Twitter page



Look of the week

How do you wear DVF?
Please post directly to our wall or email lookoftheweek@dvf.com to submit your DVF photo.

DVF gives their Facebook users a chance to be featured in the "look-of-the-week"

TEAM

SCOTT GALLOWAY

*Professor of Marketing, NYU Stern
Founder, L2*

Scott is a Clinical Associate Professor at the NYU Stern School of Business where he teaches brand strategy and luxury marketing and is the founder of L2, a think tank for digital innovation. Scott is also the founder of Firebrand Partners, an operational activist firm that has invested more than \$1 billion in U.S. consumer and media companies. In 1997, he founded Red Envelope, an Internet-based branded consumer gift retailer (2007 revenues: \$100 million). In 1992, Scott started Prophet, a brand strategy consultancy that employs more than 120 professionals in the United States, Europe, and Asia. Scott was elected to the World Economic Forum's "Global Leaders of Tomorrow," which recognizes 100 individuals under the age of 40 "whose accomplishments have had impact on a global level."

Scott has served on the boards of directors of Eddie Bauer (Nasdaq: EBHI), The New York Times Company (NYSE: NYT), Gateway Computer, eco-America, and UC Berkeley's Haas School of Business. He received a B.A. from UCLA and an M.B.A. from UC Berkeley.

MAUREEN MULLEN

L2

Maureen leads L2's research and advisory group and has benchmarked and/or developed digital and social media initiatives for more than 300 prestige brands. She began her career at Triage Consulting Group in San Francisco. At Triage, she led several managed care payment review and payment benchmarking projects for hospitals, including UCLA Medical Center, UCSF, and HCA. She has gone on to lead research and consulting efforts focused on digital media, private banking, M&A, insurance industry risk management, and renewable energy economics for professional firms and academics. Maureen has a B.A. in

Human Biology from Stanford University and an M.B.A. from NYU Stern.

KATE BARNETT

L2

Kate is an associate in L2's Research and Advisory practice. She started her career as a retail consultant, initially for the C.O.O. of Steve & Barry's and later as an associate at Lightship Partners, specializing in product development and supply chain optimization. Before joining L2, Kate worked with the former C.E.O. and chairman of Bloomingdale's, Marvin Traub, conducting research on prestige brands in emerging markets. Kate received her A.B. in government from Harvard University.

LING LIU

L2

Ling started her career at start-up where she established and implemented product development and pricing strategies. She has subsequently engaged in consulting efforts in the beauty, retail and entertainment industries. Ling has an MBA from NYU Stern and a BS in Engineering Management from Columbia University.

ADAM LAVELLE

Chief Strategy Officer, iCrossing, a Hearst Company

As Chief Strategy Officer, Lavelle delivers leadership, strategy, and innovative ideas to iCrossing teams, while driving the development and delivery of iCrossing's service and technology offerings to create comprehensive digital marketing programs for the company's Fortune 500 client-base. Adam has more than 15 years of interactive expertise helping clients succeed online, with senior positions at Agency.com, iXL/Scient, Digitas, and The Internet Group, where he led the first launch of Mapquest.com. Lavelle has a B.A. in Classical Studies and Creative Writing from the University of Pittsburgh.

CINDY GALLOP

Brand Translation Expert

Cindy Gallop is founder and CEO of IfWeRantheWorld, a crowd-sourced web platform designed to turn good intentions into action, which will launch in January 2010. She also founded MakeLoveNotPorn at TED 2009 and consults to clients who want to change the game in their particular sector through radical reinvention and groundbreaking, innovative, forward-thinking approaches.

From 1989 to 2005 Cindy ran global accounts such as Coca-Cola, Polaroid, and Ray-Ban for creative network Bartle Bogle Hegarty. She helped launch and run BBH Asia Pacific and moved to New York in 1998 to found BBH US, which began as Cindy in a room with a phone. Four years later BBH was named Adweek's Eastern Agency of the Year. In 2003, Advertising Women of New York voted Cindy Advertising Woman of the Year. Cindy is a frequent speaker at conferences such as TED, ad:tech, and The Next Big Idea, and writes for online publications and magazines.

CHRISTINE PATTON

Creative Director, L2

Christine is a brand and marketing consultant with more than 15 years of experience creating brand identities and marketing communications for aspirational and luxury brands. She began her career at Cosí, where she developed the brand and oversaw its evolution from concept through growth to 100 restaurants. Since then she has provided creative direction for a wide array of clients, including the launch of Kidville and CosmoGIRL! magazine. Most recently, she led creative services at ELLE during the most successful years of the magazine's history, developing innovative integrated marketing programs for advertisers. Christine received a B.A. in Economics and Journalism from the University of Connecticut and an M.B.A from NYU Stern.



L2 is a think tank for digital innovation.

We are a membership organization that brings together thought leadership from academia and industry to drive digital marketing innovation.

Forums: Big-picture thinking and game-changing innovations meet education and entertainment. The largest gatherings of prestige executives in North America. *300+ attendees*

Clinics: Executive education in a classroom setting with a balance of theory, tactics, and case studies. *60–120 attendees*

Working Lunches: Members-only lunches led by digital thought leaders and academics. Topic immersion in a relaxed environment that encourages open discussion. *12–24 attendees*

MBA Mashups: Access and introduction to digital marketing talent from top MBA schools.

Digital IQ Index®: The definitive benchmark for online competence, Digital IQ Index® reports score brands against peers on more than 350 quantitative and qualitative data points, diagnosing their digital strengths and weaknesses.

Advisory Services: L2 works with brands to garner greater return on investment in digital initiatives. Advisory work includes Brand Digital Roadmaps, Social Media Strategy, and Site Optimization engagements.

For membership info and inquiries:
info@L2ThinkTank.com

EVENTS	DATE
Clinic: Social Commerce Clinic NYC	Oct. 2010
Forum: Innovation 2010 NYC	Nov. 2010
Clinic: The Social Graph DC	Dec. 2010
Clinic: The Social Graph NYC	Jan. 2011
Forum: Innovation 2010 DC	Feb. 2011
Clinic: The Digital Organization NYC	March 2011
Clinic: The Digital Organization DC	March 2011
Clinic: The New New Media Plan NYC	April 2011
Clinic: Data & Analytics DC	April 2011
Clinic: Engaging Constituents via Digital	May 2011
MBA Mashup DC	May 2011
Clinic: Mobile NYC	June 2011
Clinic: Mobile DC	June 2011
MBA Mashup NYC	July 2011

RESEARCH (Digital IQ Index®)	DATE
Beauty & Skincare	Oct. 2010
Media Companies	Nov. 2010
Public Sector	Nov. 2010
Gen Y & Media Consumption	Dec. 2010
Pharma Care Providers	Dec. 2010
Automobile	Jan. 2011
Hospitals	Jan. 2011
Travel	Feb. 2011
Philanthropic Foundations	Feb. 2011
Consumer Packaged Goods	March 2011
Pharmaceutical	April 2011
Universities	April 2011
Digital China	May 2011
Gen Y Prestige Brand Ranking	June 2011

iCrossing is a global digital marketing agency that combines talent and technology to help world-class brands find and connect with their customers.

The company blends best-in-class digital marketing services — including paid search, search engine optimization, Web development, social media, mobile, research and analytics — to create integrated digital marketing programs that engage consumers and drive ROI.

iCrossing's client base includes such recognized brands as Epson America, Toyota, Travelocity and 40 Fortune 500 companies, including The Coca-Cola Company and Office Depot. Headquartered in Scottsdale, Ariz., the company has 600 employees in 12 offices in the U.S. and Europe. iCrossing is a unit of Hearst Corporation, one of the nation's largest diversified media companies.

For more information, please visit: www.icrossing.com





A THINK TANK
for DIGITAL INNOVATION

821 Broadway, 2nd Floor
New York, NY 10003

W: L2ThinkTank.com

E: info@L2ThinkTank.com