

# LUXE

2026 ISSUE

ETERNAL

## The customer edit

Luxury is navigating a new paradox as it enters 2026. While its strong fundamentals have ensured resilience amidst difficult times, evolving customer dynamics have made loyalty more fragile and harder to earn. In our latest research, **Luxe Eternal: The customer edit**, we listened to 3,435 luxury customers across 13 countries to understand who they are, how they define luxury, what is important to them and what that means for brands.

### Do luxury brands resonate with customers?

At first glance, the answer seems positive

65%

believe luxury brands still influence culture and reflect today's values

63%

say luxury brands are evolving in line with changing lifestyles and expectations

60%

say brand storytelling emotionally engages them



### Beneath the surface, a resonance gap is emerging

The fundamentals of luxury remain universal: quality, exclusivity and elegance. Yet, different customers now live luxury in very different ways. This split in profiles and codes now feeds a growing gap in brand resonance.

50%

feel brands behave like profit-driven businesses rather than dream makers

37%

say luxury brands struggle to sustain emotional resonance and a lasting bond

37%

see value for money declining

35%

judge brand expressions less distinctive and inspiring

### What do luxury customers really value?

Customers demand mastery, not marketing

74%

say the availability of customer care services is important to them

65%

expect speed and precision in delivery and logistics

They value what happens behind the scenes

73%

say meticulous attention to every detail influences their engagement with a luxury brand

76%

say exceptional expertise and professionalism of staff influence how they feel about a brand

As well as tailored, emotionally resonant interactions

61%

consider exclusive access to limited editions or private events important or extremely important

61%

expect brands to stay connected through tailored, high-touch post-purchase communication



### Three imperatives for luxury brands to resonate with customers

- 01 Build a “behind-the-scenes” engine that turns operational excellence into resonance
- 02 Orchestrate a relational continuum that creates belonging
- 03 Elevate the relational artisan as a new figure of leadership

Discover the full story at [www.accenture.com/luxe-eternal](http://www.accenture.com/luxe-eternal)

