



University of Wales Trinity Saint David

International Market Entry Strategy and Marketing Mix of Louis Vuitton in Japan and the United Arab Emirates

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1. Market context and comparative PESTEL analysis

Table 1. Comparative PESTEL summary for Louis Vuitton in Japan and the UAE

Factor	Japan	UAE	Strategic implication
Political / legal	Stable, predictable regulatory environment, mature consumer protection, strong brand protection norms	Business-friendly commercial environment but more concentrated retail geography and stronger dependence on tourism and regional geopolitical stability	Japan supports long-term brand investment; UAE rewards agility, concierge service and location strategy
Economic	High-income but slower-growth mature economy	Very high GDP per capita, affluent resident base and premium spending supported by tourism and expatriate demand	Japan rewards retention and prestige continuity; UAE rewards spend capture and high-value conversion
Social / cultural	Strong appreciation of craftsmanship, precision, etiquette and store experience	Status display, gifting, multilingual service expectations and a more heterogeneous customer mix	Japan requires cultural credibility; UAE requires symbolic visibility and service flexibility
Technological	High digital maturity but still balanced with in-store trust	Near-universal internet penetration and strong mobile-	Japan suits phygital support; UAE suits

	and appointment shopping	first service expectations	concierge-like digital clienteling
Environmental	High expectations of quality, durability and increasingly credible sustainability claims	Sustainability matters, but purchase behaviour is still strongly tied to luxury tourism and immediacy	Sustainability messaging must be precise in both markets, not generic
Retail geography	Broad, dense network in multiple cities and department stores	Concentrated network in Dubai and Abu Dhabi plus airport and duty-free nodes	Japan benefits from network depth; UAE depends on node dominance

The World Bank data show that the GDP per capita of Japan is US22,487.1 in 2024 and that of the UAE is US50273.5 in 2024 (World Bank, 2026a; 2026b). The UAE is much richer on paper. However, Louis Vuitton does not target average income only. It aims at the concentrated expenditure power, luxury tourism and symbolic consumption. Japan is thus strategically strong since affluence is spread out over a vast, city, and highly brand conscious market whereas the UAE concentrates the luxury demand in few but more intense commercialised settings.

The highest number of inbound visits recorded in the history of JNTO was 42.68 million in 2025 in Japan (JTB Tourism Research and Consulting, 2026). The Department of Economy and Tourism recorded in Dubai alone 19.59 million international overnight visitors in 2025 (Dubai DET, 2026). These flows are important since luxury spending in the two markets is not entirely local. Even LVMH observed that the first half of 2024 in Japan had been supported by tourist spending, with 2025 trends being more and more influenced by local customers as conditions normalised (LVMH, 2025a; 2026a). The connexion of tourism in the UAE is even more direct as the network of Louis Vuitton is visibly concentrated in Dubai Mall, Mall of the Emirates, Atlantis The Royal, Dubai Airport and Dubai Duty Free and complementary in the Marina Mall, The Galleria Al Maryah Island in Abu Dhabi (Louis Vuitton, 2026b).

Refinement, credibility of craft, understatement and service ritual are some aspects that are used to measure luxury in Japan. Weak theatre or lazy storytelling will be less welcome by the Japanese customer since the familiarity of the market with European luxury has been built over a long period and a corresponding admiration of local artisanal standards. In the case of the luxury revival in Japan, the analysis presented by Oliver Wyman is quite eye-opening in this context: it claims that the current popularity of the country is not only associated with logos, but with authenticity, craftsmanship and craftsmanship, and that the influx of demand is only strengthening this trend and not eliminating it (Oliver Wyman, 2025). This is one of the reasons why Louis Vuitton in Japan not only invested in retail presence, but in cultural and experiential embedding like the Maison Osaka Midosuji restaurant and the 2025 season of exhibitions and launches specifically in World Expo Osaka Kansai (Louis Vuitton, 2025a; 2026a).

The situation of the luxury customer of UAE is different. The market is a mixture of wealthy nationals, expatriates around the world, leisure travellers and transit travellers. Luxury expenditure is thus influenced by visibility, immediacy, gifting events and destination shopping. An analysis conducted by Visa in November 2025 discovered that Dubai was among the top cities in the world in terms of premium spending resilience, in comparison with other large luxury cities like London and New York on the basis of a large affluent household base and a consistent flow of tourism (Visa, 2025). This is important since the UAE strategy of Louis Vuitton is not country-specific, but rather node-specific. The UAE market is commercially viable with few high-end locations where the brand can create a system of one experience encompassing tourism, hospitality, mall movements and VIP services.

According to DataReportal, in Japan, the internet penetration as of early 2025 is 88.2 per cent, and in the UAE, it stands at 99.0 per cent (DataReportal, 2025a; 2025b). This does not mean that Japan is weak digitally. Instead, Japan is a full-grown phygital market in which appointment-based and in-store luxury service continues to have much to say. UAE, on the contrary, is very welcoming to mobile first interaction, messaging based support and quick CRM contact. The architecture of the Middle East contact of Louis Vuitton clearly emphasises the use of WhatsApp and call back features, as well as client services, which is also consistent with a more concierge-like and immediate service model (Louis

Vuitton, 2026c). It is not a detail of communication, but rather a significant difference in process design.

Durability and quality are highly appreciated in Japan, and this fact can justify the long-term rhetoric of Louis Vuitton in terms of longevity, repair and craftsmanship. The issue of the environment is less likely to predominate the moment of purchase in tourism-intensive environments in the UAE, nevertheless, legitimacy in the face of highly-income, internationally-exposed consumers. The issue is that luxury companies are under pressure to prove the responsibility claims by verifiable sourcing and material transparency instead of the aesthetic discourse. That causes sustainability communication not to be a distinct CSR issue but a risk of international marketing.

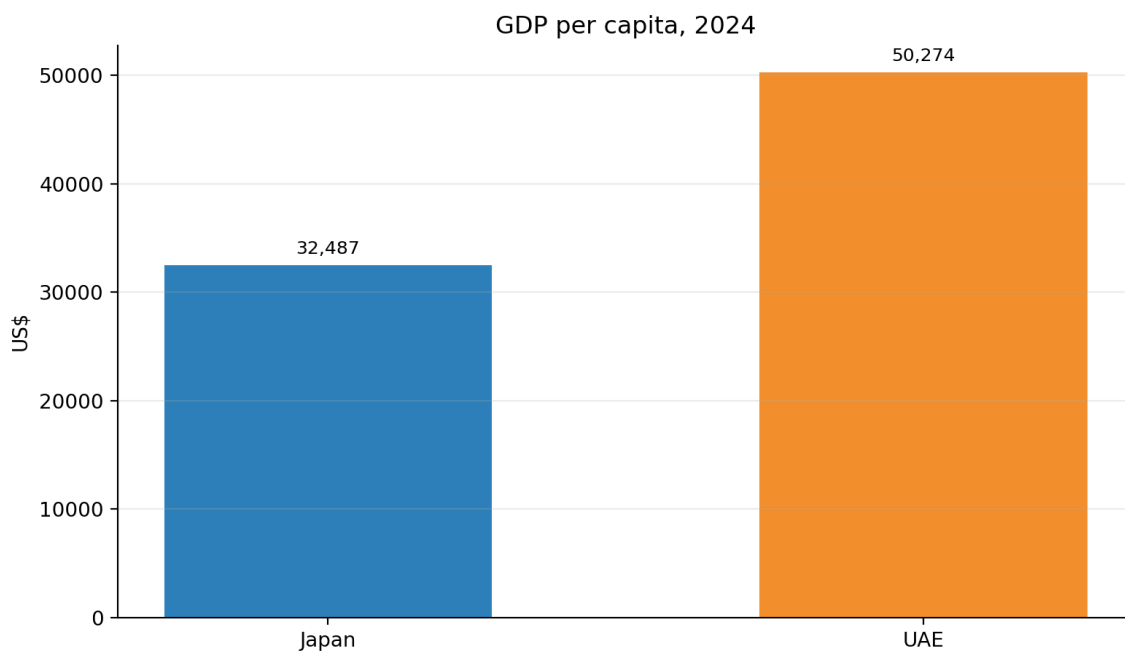


Figure 1. GDP per capita (current US\$), 2024. Source: author-created chart based on World Bank country data.

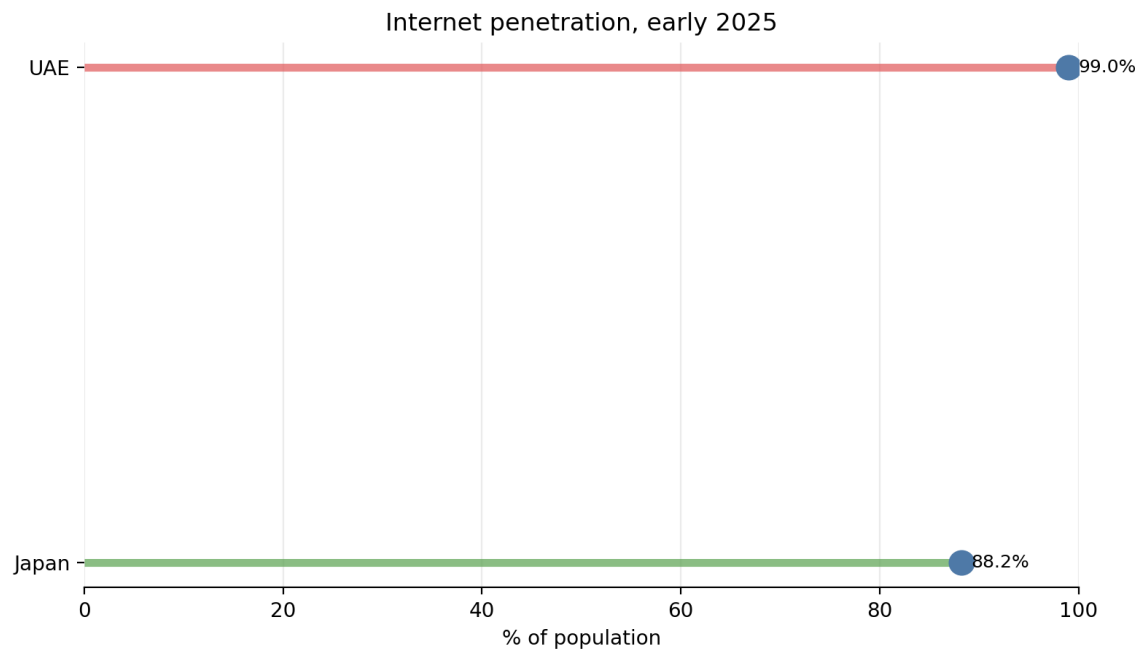


Figure 2. Internet penetration, early 2025. Source: author-created chart based on DataReportal country reports.

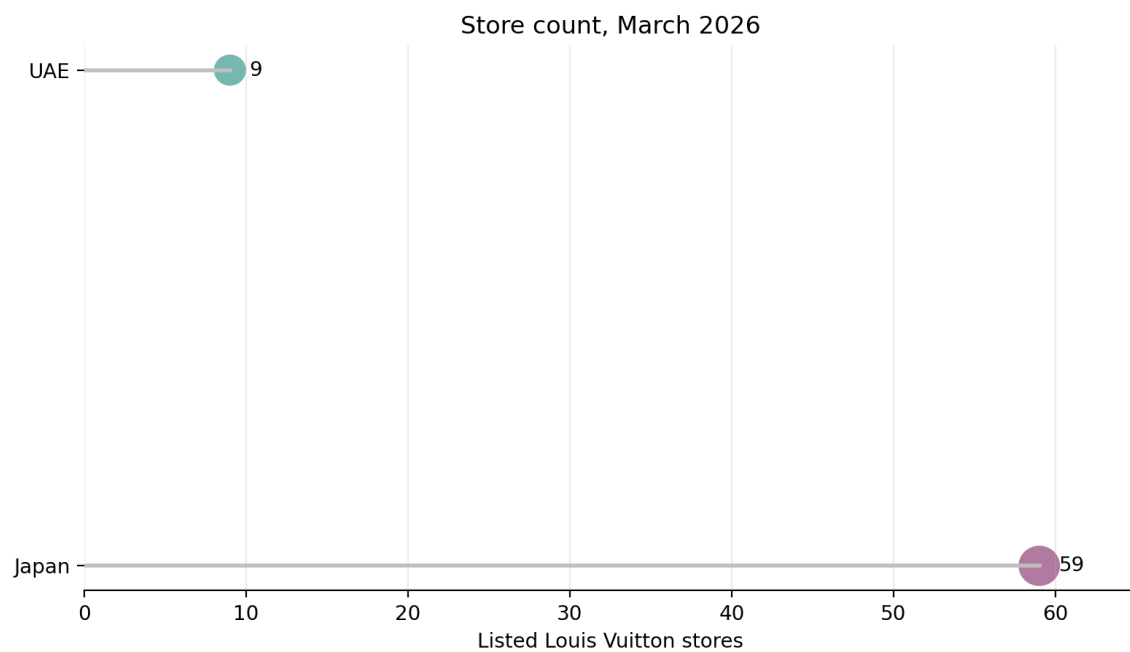


Figure 3. Louis Vuitton listed store count, March 2026. Source: author-created chart based on official Louis Vuitton store locator pages.

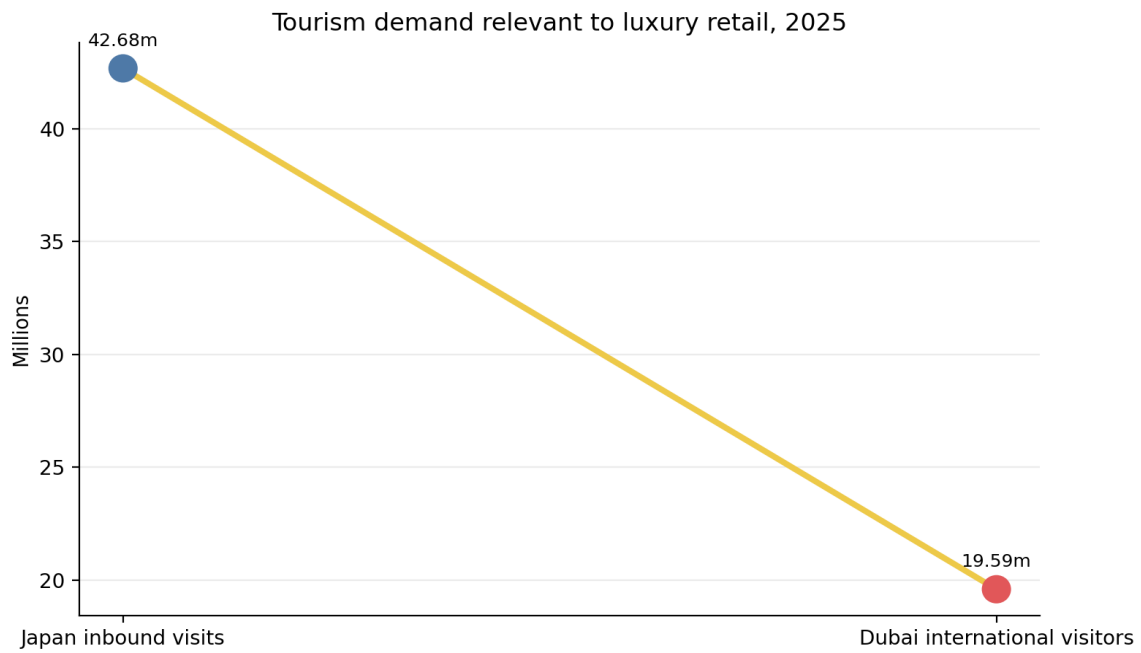


*Figure 4. Tourism demand relevant to luxury retail in 2025. *Dubai figure used as UAE's dominant luxury-tourism proxy. Source: author-created chart based on JNTO/JTB and Dubai DET data.*

2. Comparative STP strategy

In these markets, segmentation of Louis Vuitton is behavioural as well as psychographic rather than demographic. The Maison has affluent and aspirational customers in both countries, although the purchase foundation is different. The high-value segments in Japan are long-term luxury owners, domestic connoisseurs, fashion sensitive professionals, those who shop at departments stores and luxury and younger urban prestige consumers as well as inbound tourists. In the UAE, these effective segments are affluent residents, luxury tourists, VIP and gifting purchasers, airport and travel retail purchasers, and the globally mobile consumers who seek recognisable codes of status.

Table 2. Comparative STP analysis

STP element	Japan	UAE	Strategic interpretation
Segmentation	Mature luxury consumers, repeat purchasers, domestic connoisseurs, tourism-driven buyers	Affluent residents, expatriates, tourists, gifting and travel-retail shoppers	Japan is broader and deeper; UAE is narrower but more intense at key nodes
Targeting	Selective but extensive targeting across major cities and prestige retail channels	Highly selective targeting concentrated in premium malls, hotels and airports	Japan uses network breadth; UAE uses geographic concentration
Positioning	Heritage luxury made credible through craftsmanship, culture and service ritual	Global status brand delivered through spectacle, exclusivity and elite service	The brand promise is constant, but the local proof points differ

Store density plays in favour of the segmentation logic in Japan. The official store locator of Louis Vuitton lists about fifty-nine official locations in Japan, including flagship stores and department stores, airport stores and cultural locations like the Espace Louis Vuitton Tokyo and Osaka (Louis Vuitton, 2026d). This provides entry to various luxury missions: destination shopping, habitual shopping in luxury department stores, appointment-based clienteling, shopping in the airport and experiences that are culturally adjacent. That is, Japan enables Louis Vuitton to experience as a luxury ecosystem instead of a thinly veiled prestige outpost.

The UAE network is not so extensive, and nine of the listed locations are located in Dubai and Abu Dhabi, yet the reduced number does not suggest a lack of strategic significance (Louis Vuitton, 2026b). Rather, it exposes an alternate targeting architectural design. The UAE approach relies on the focus in the most lucrative nodes where wealth, tourism and luxury traffic overlap. This is traditional selective distribution, but with an exaggerated geographical factor. A Louis Vuitton store in the Dubai Mall Fashion Avenue or at the Dubai Airport is not just a shop, it is a point of entry to the global traveller, resident elites and aspirational regional shoppers at the same time.

Positioning is consistent across the world. The universal proposition by Louis Vuitton incorporates heritage, symbolism of travel, artisanship, scarcity and modern creative relevance. According to Kapferer and Bastien (2012), luxury brands cannot lose symbolic distance and become mundane, and this fact is especially applicable to Louis Vuitton since the codes of the brand are among the most familiar in the world of fashion. But recognisability in itself is not enough. As demonstrated by Hultman and Oghazi (224), there is no clear advantage of either standardising or adapting: it is all about the ability to perform based on the fit of tactical strategies with the environment conditions. Similar findings are presented by Rashkova et al. (2023), who demonstrate that global brands have opportunities to collaborate with standardised and modified digital communication instead of making a single pure choice. The Maison will have to be culturally serious in Japan. It has to demonstrate high service and assured high-end physical presence in the UAE. Fatally, this is not the question of the demand but rather the exposition that renders the demand plausible. This is the reason as to why the case can be construed as calibrated adaptation around a given fixed prestige core rather than the mere localisation.

The evidence of positioning of Japan consists in the tenure of the country historically, events of a certain culture, artistic programming and extensions on the basis of hospitality. The market was explicitly positioned as an object of special exhibitions, publications and immersive installations, by Louis Vuitton in 2025 season in Japan, which were connected with Expo Osaka Kansai (Louis Vuitton, 2025a). That is not just promotion. It is positioning via cultural investment. The UAE evidence bases are more place-based and service-based: destination boutiques, beauty halls, airport node, adjacency of hotels, and client advising with digital capability. The focus on customization and the art of gifting and message-based client service of the Middle East site is appropriate to the market where conversion is defined by speed, ceremony, and premium assistance (Louis Vuitton, 2026c; 2026e).

One of the most important aspects is that Louis Vuitton is attempting to achieve different levels of scarcity in both countries. In Japan the scarcity is regulated by the breadth of the network but secured by the quality of the services, cultural prestige and hierarchy of the products. Spatial concentration, luxury context and curated access are more favoured means of protecting scarcity in the UAE. The outcome is one and the same brand aura provided by two commercial geometries.

3. Comparative analysis of the 7Ps

The 7Ps model can only be applied to this context when viewed as a system and not as a checklist. In case of Louis Vuitton, place cannot be differentiated with product, process cannot be differentiated with promotion and people cannot be differentiated with process. Alignment brings out luxury.

Table 3. Comparative 7Ps evaluation

P	Japan	UAE	Critical evaluation
Product	Full expression of leather goods, travel, ready-to-wear, perfume and cultural editions in a mature market	Strong emphasis on iconic leather goods, gifting, travel, beauty and high-visibility categories	Japan supports category depth; UAE supports curated icon-heavy assortment
Price	Premium pricing reinforced by heritage legitimacy and domestic luxury literacy	Premium pricing reinforced by tourism, affluent demand and gifting logic	No price competition in either market, but the purchase psychology differs
Place	Dense network across Tokyo, Osaka, Nagoya, Fukuoka and department stores	Concentrated network in Dubai and Abu Dhabi malls, hotels and airports	Japan is penetration via density; UAE is dominance via prestige nodes
Promotion	Cultural activations, exhibitions, editorial storytelling and appointment-led prestige	High-visibility retail, luxury destination placement, gifting communication and direct client contact	Promotion in Japan is meaning-rich; in UAE it is high-touch and conversion-led
People	Service etiquette, product expertise and long-term	Multilingual, concierge-style assistance and	Staff roles differ by customer journey expectations

	relationship quality are central	rapid digital responsiveness are central	
Process	Appointment shopping, hospitality extensions, repairs and personalization reinforce long-term value	Messaging-based support, quick concierge interaction and tourism-friendly service simplify conversion	Process is a key adaptation variable
Physical evidence	Maison stores, cafés, exhibitions, packaging and department-store placement signal cultural credibility	Mall flagships, airport boutiques, hotel adjacency and premium interiors signal status and convenience	Physical evidence is central to luxury performance in both markets

Product

The product logic of Louis Vuitton is very standardised: iconic leather products, references to travelling, creative collections of the season, high-quality materials and a strict control over the design language. With that said, product role is not the same in the two markets. The wider store network and more extensive luxury education in Japan enable the Maison to display more of its universe such as hospitality, exhibitions, publications and category extensions. An example of these, such as Maison Osaka Midotsuji, is Le Cafe V and hot stamping, which makes the product a component of a bigger experience architecture (Louis Vuitton, 2026f). The Osaka City Guide and Japan-themed activations in 2025 linked the brand to the local urban culture, as opposed to merely the merchandise (Louis Vuitton, 2025a; 2025b).

The product offer in the UAE has a better chance of being read with the help of iconography, giftability, travel relevance and prestige immediacy. Airport and duty-free have a natural advantage in recognisable, portable and status-legible categories, whereas destination boutiques in Dubai Mall and Mall of the Emirates assist with a wider and yet highly edited selection. This strong focus on personalization and gifting of the UAE site

speaks volumes since it does not position the product as a possession, but rather as a ritual consumption (Louis Vuitton, 2026e). This stands out when in a market where luxury buying is more often associated with travel, feast or conspicuous pay.

Price

Luxury price is not an easy affordability mechanism; it belongs to value construction. The approach that Louis Vuitton uses in both markets is to hold on to premium distance and not dilute. According to Kapferer and Bastien, (2012) the price logic of luxury causes harm on the symbolic role of the brand when it is reduced. That is an evident principle in this case. Louis Vuitton does not localise through discounting. It localises through modifying context, service and access.

Japan is able to maintain high prices since craftsmanship and heritage have been accepted as sources of value in the market since long. It is not just the logo visibility that the customer is purchasing; frequently it is durability, storey and social assurance. Premium pricing is also encouraged by the UAE, although on different grounds. Premium prices are socially acceptable in wealthy households, tourist destinations and upscale shopping malls. Price thus serves a somewhat distinct purpose: in Japan it is a source of craft and legitimacy whereas in the UAE it is a source of exclusivity and destination opulence. The working conclusion is that Louis Vuitton ought to uphold global price integrity and acknowledge that perceived value is created using various local rationalisations.

Place

The most visually adapted aspect is place. The fifty-nine listed locations in Japan are associated with a market penetration strategy of long-term network density and local embedment (Louis Vuitton, 2026d). This enables the Maison to stay within several corridors and department-store ecosystems that are luxurious and still maintain a direct control. The magnitude of the network implies that Louis Vuitton can be able to tap into both the destination-based and habitual consumption.

The UAE network on the other hand exposes a hub strategy. The enumerated boutiques are highly concentrated in Dubai and Abu Dhabi and particularly in Dubai Mall, Fashion Avenue, airport retail and iconic hospitality locations like Atlantis the Royal (Louis Vuitton, 2026b). This is a geographical response to demand. Dubai serves as a funnel of luxury.

A smaller network can hence perform better provided that the nodes selected are the appropriate ones. The UAE demonstrates that place in the luxury industry is not concerned with the national coverage but rather with the strength of spatial concentration.

Promotion

Promotion at Louis Vuitton is never mass-market as the term is commonly understood. The Maison defends exclusivity on the basis of art and culture, partnerships, editorial narration and very restrictive product communications. The execution again differs. Japan is more heavily programmed in terms of culture. The 2025 "season in Japan" and "Visionary Journeys" exhibition in Osaka demonstrated the way in which the brand transforms promotion into cultural authorship through exhibitions, publications and curated installations (Louis Vuitton, 2025a; 2025c). That particularly works well in a market where honesty is appreciated, where discourse and good taste matter.

Promotion is being more closely coupled with presence of the luxury destination and direct communication with clients in the UAE. The promotional work starts even before the message of a campaign is given due to the visible proximity to the elite malls, airport retail and premium hospitality settings. To that, there is the client-advisor and WhatsApp architecture of the region, which transforms the promotion into a personal service exchange as opposed to a unidirectional message (Louis Vuitton, 2026c). This indicates the phygital luxury model outlined in the recent literature, in which digital mediation facilitates and does not substitute high-quality service experience. In this regard, Rashkova et al. (2023) will be particularly helpful since their research implies that the content of cross-channel consistency does not have to be the same in all markets. Instead, brands can defend a consistent luxury identity and change the volume, the time and mode of online-offline communication. That observation reinforces the thesis that Louis Vuitton ought to retain its international codes and change its promotional evidence to the UAE, high-velocity, high-tourist environment.

People, process and physical evidence

The three other Ps are particularly significant in the luxury. Japan needs extraordinarily perfected employees' behaviour as service etiquette is a portion of brand meaning. Credibility of staff, tolerance, product familiarity and ritual presentation are as important as the selection. Process in Japan also involves appointments, repairs, personalization

and hospitality extensions which extend the relationship beyond the transaction. According to Scholdra, Wichmann and Reinartz (2023), successful store personalization requires the retailers to integrate human and technology interaction in terms of identification, implementation and interaction levels. That is highly relevant here. Japan is more ritualised and human-controlled luxury process whereas the UAE can take a faster digital coordination, as long as the technology is not going to diminish the feeling of exclusivity.

The UAE needs more multilingual and faster moving service model. Client advisors need to be in control of tourists, residents, high-net-worth shoppers and gifting missions. Process is then more relaxed and real time, and contactability, the option of call backs and message-based support is highly valued. Physical evidence is also different. Physical evidence in Japan consists of cafes, exhibitions, architectural and department store presence, which strengthen the seriousness of the culture. Physical evidence in the UAE is generated by prime-location flagships, travel-retail visibility and identification with the world-renowned posh destinations.

4. Directional development strategy in Japan

Japan gives the better argument on the directional development analysis due to the reason that Louis Vuitton is not merely holding onto a legacy presence in Japan. It is making the modes of encountering the Maison deeper and broader. Based on the matrix provided by Ansoff, the predominant strategy can be described as the penetration of the market with the help of selective product and experience development (Ansoff, 1957).

The dimension of penetration is obvious. The extensive network of stores of Louis Vuitton in Japan enables the company to seize the repeat domestic consumption, tourism demand and prestige department-store traffic with disproportionate force. It is hard to find a luxury brand that can be so legitimised in history and have such a rich and varied distribution structure. However, Louis Vuitton is not turning to density. It is overlaying other types of engagement on that network.

To begin with, the Maison has made an investment in hospitality. Maison Osaka Midosuji features Le Cafe V and expands the brand into fine dining and turns retail space into more long-form lifestyle immersion (Louis Vuitton, 2026f). Second, the Maison has made investment in cultural programming. The Japan season and exhibition called Visionary Journeys utilised Japan as a sales market, but also as a platform to narrate culture (Louis Vuitton, 2025a; 2025c). Third, Louis Vuitton still relies on Japan as a location of locally resonant editorial products, including the Osaka City Guide, which pushes the Maison towards urban curation, travel and cultural authority (Louis Vuitton, 2025b).

The strategic reason behind selecting Japan to develop further is good. The luxury literacy that has existed long in Japan minimises the chances of the experiential extensions being superficial. A cafe or exhibition in a less developed market can be regarded as spectacle. Such movements can be interpreted in Japan as plausible investments in the aesthetic and cultural earnestness. This has seen Japan being used as a test market of deep luxury ecosystem strategy and not just retail sales.

5. Ethical issues in the marketing mix

The greatest ethical concern is the conflict between the luxury storey and quantifiable sustainability. Louis Vuitton and LVMH focus on ecodesign, circularity, packaging modifications and traceability, and the group has goals on strategic raw materials, recycled packaging and wider environmental governance (LVMH, 2026b). These are clearly important commitments. Nevertheless, the literature on the sustainability reporting of luxury has demonstrated that the sustainability risks of legitimacy still persist when environmental communication is extensive but brand-level evidence is more difficult to determine in detail (Wells, Athwal, Nervino and Carrigan, 2021). Even more recent studies demonstrate that sustainability presented by luxury consumers can positively be received only when the latter is not displayed at the expense of rarity, prestige and perceived quality (Wang, Sung and Phau, 2024; Dinh et al., 2024). The ethical dilemma of Louis Vuitton is thus not just the presence of action, but rather the marketing storey exaggerating some form of certainty or improvement. That is to say, it is not merely a matter of greenwashing as a concept in the limited sense, but the demonstration of asymmetry between refined brand assertions and what external stakeholders can possibly confirm at the market level.

This problem carries with it various implications in the two markets. The consumer culture of Japan might be particularly vulnerable to authenticity, quality and long-term credibility. Trust therefore can be violated by generic claims. In the UAE, this pressure might be less direct at point of purchase particularly in tourism intensive settings, yet it is reputational damage that reaches the whole world. A high-end tourist in Dubai is still able to respond to sustainability controversy created in other places. It implies that ethical marketing legitimacy is transnational despite the local sales.

The second problem is related to traceability of materials and animal products. Luxury leather products are dependent on complicated international supply chains. The supplier code and traceability agenda of LVMH suggest that the group is aware of this risk (LVMH, 2026c). However, it is exactly due to the fact that Louis Vuitton is a seller of craftsmanship and desirability on the highest level of the market that it is vulnerable to criticism regarding the sourcing of leather, the effects of biodiversity and the utilisation of exotic materials. The fact that luxury cannot use the defence of low price only aggravates the problem. The high margin increases expectations of due diligence ethics.

A third problem is that of customer data, particularly high-touch clienteling setting. The luxury retail is relying more and more on CRM, purchase histories, messaging applications, appointments and customised communication. This has commercial strength in the UAE and is gaining weight in the luxury, which is related to tourism in general. However, it also causes moral weakness. In July 2025, the privacy regulator of Hong Kong stated that a data breach in luxury brand Louis Vuitton potentially optimizing nearly 419 000 clients was under investigation, marking the reputational risks of data policy in luxury (Reuters, 2025). Even though the case did not take place in Japan or the UAE, the ethical implication is directly applicable to both countries since the same logic of premium clienteling is applied to international customer management. Scholdra, Wichmann and Reinartz (2023) support this issue by demonstrating that the personalization of physical retail is based on identification and interaction decisions that may maximise value and become sensitive to data utilisation. In the case of Louis Vuitton, service ethics include privacy, not a compliance matter in the back office.

In the case of the UAE specifically, the problem is acute due to the fact that the service model relies on direct, quick and personal communication, including the WhatsApp-based support (Louis Vuitton, 2026c). The understanding of customer information in a heritage luxury house would be incompatible with the brand values in Japan, where trust, privacy and service discipline are all equally valued. Data ethics is not only a compliance issue then. It belongs to the promotion process interface of the luxury marketing.

6. Recommendations

Table 4. Prioritised recommendations

Priority	Recommendation	Rationale	Expected impact
1	Replace broad sustainability language with market-facing evidence dashboards	Trust depends on proof rather than prestige claims	Lower reputational risk and stronger credibility in both markets
2	Build a tourism-intelligence CRM model that distinguishes domestic and travelling clients	Purchase motives and service expectations differ sharply	Better personalization, cross-border conversion and repeat purchase
3	Deepen Japan's ecosystem strategy through selective cultural and service extensions	Japan can support high-quality experiential deepening	Greater lifetime value and stronger cultural legitimacy
4	Formalise privacy-by-design in luxury clienteling, especially in messaging-based channels	Personalisation is valuable only if trust is preserved	Reduced data-risk exposure and better customer confidence
5	Protect UAE node dominance through multilingual VIP service and airport-hub excellence	UAE performance depends on spatial concentration, not national scale	Higher conversion at key prestige nodes

The most urgent recommendation is the first one. Louis Vuitton needs to be more specific about sustainability and less vagueness in symbols. The brand page and on-store literature towards the country should turn her group-specific commitments into usable evidence: backgrounds of material traceability, uptake of repair, measuring packaging waves and third-party certifications wherever possible. This would go a long way in Japan where disciplined evidence enhances brand sincerity, but it would also boost international credibility among the UAE-based and travelling clients. It is based on the larger literature

of sustainable luxury where consumers are indicated to reward sustainability when coupled with quality, rarity and authenticity and not as an unattached moral proclamation (Wang, Sung and Phau, 2024; Dinh et al., 2024).

Second, the Maison will need to enhance its differentiation between home and tourism-focused customer trips. Travel flows are also different in Japan and the UAE in a very different manner. Japan is a mixture of resident repeat purchase and tourism uplift. The UAE and Dubai in particular is a luxurious transit and destination market. The CRM systems must thus be able to distinguish between resident clients and repeat international visitors and first-time tourist shoppers. It would enhance product recommending, language support, post-travel reactivation and follow-up communication.

Third, Louis Vuitton should keep on strengthening the Japanese ecosystem, but selectively. Cultural programming, hospitality and premium service extensions are the strongest opportunities, which support, not damage the core product. Japan is among the limited markets in which a luxury house can possibly go further into cultural authorship without appearing opportunistic. The strategic objective must be improved quality of relationship and not an increase in the number of touchpoints.

Fourth, privacy must be made an element of high-end service guaranteeing. Luxury retailing by use of messaging is commercially viable only when the customer is secure. Louis Vuitton needs to introduce and establish more robust privacy-by-design principles on client-advisor interactions, booking an appointment and customised CRM. This has turned into a brand issue, and not a security issue. Practically, that involves keeping the unwarranted data capture to a minimum, explain the consent during clienteling journeys or establish the service protocols that maintain exclusivity without establishing intrusive surveillance. This strategy is justified by recent studies of retail showing that successful personalization requires the balance between technological support and humanity-saving human judgement (Scholdra, Wichmann and Reinartz, 2023).

Fifth, the UAE strategy ought to be very focused. It is not clear that large scale territorial coverage would be better than the existing node-based system. Louis Vuitton should instead protect and expand its leadership in Dubai and Abu Dhabi with multilingual staff potential, high-end post-sale service, airport superiority and tourism-sensitive merchandising.

7. Conclusion

The performance of Louis Vuitton in Japan and the UAE demonstrates that the international luxury marketing is not a decision between the absolute standardisation and the high localisation. It is a tightly guarded global core, heritage, craftsmanship, scarcity, prestige and artistic relevance that the Maison defends, and changes the path by which those meanings are created that make them locally plausible.

Japan is a market with a rich history, cultural knowledge and network expanses. The strategy of Louis Vuitton there is based on the legitimacy, density, and ecosystem building. The UAE is a concentrated wealth, luxury tourism and high-end node economy market. The Maison approach there is space-intensive, service-oriented and very reactive to instant conversion opportunities. Both countries still have a recognisable brand Louis Vuitton. The distinction is in the value delivery mechanisms.

Section 2. Reflective account using Gibbs' reflective cycle

Description

The writing and research process was initiated by a conscious choice not to provide a blatant market match. I have chosen Louis Vuitton in Japan and the UAE because both are relevant luxury markets but they generate value in different ways. This decision compelled me to go beyond income levels and study tourism, spatial concentration, cultural legitimacy, service ritual and experiential retail. I structured the brief in analytical blocks, PESTEL, STP, 7ps, directional development, ethics and recommendations, and collected the information based on academic literature, company sources, government statistics and past industry reporting.

Analysis

The cycle provided by Gibbs demonstrated that only frameworks that produce judgement are useful. PESTEL, STP and the 7Ps may prove to be descriptive in case they are taken as headings to be filled. They were more useful as I continued to enquire about what each of the contrasts meant to the market entry and growth logic of Louis Vuitton. As in, it was not sufficient to mention that the UAE has greater internet penetration than Japan, what matters more was the way that alters service design. This prompted the debate that the UAE upholds more direct, message-driven clienteling, whereas Japan is more balanced in terms of digital-based support and ritualised in store experience. I also got more critical of methodology. The standardisation-adaptation literature is largely contingency-based, hence the report was not able to establish an optimally applicable strategy. It was only capable of coming up with a persuasive fit-based judgement using secondary evidence.

Conclusion

Generally speaking, the process reinforced my knowledge of postgraduate international marketing in two aspects. First, it established that the most effective comparative work is constructed on a narrow-point argument as opposed to chronology of country descriptions. After framing the case in terms of various evidence formations of the same luxury promise, evidence became more consistent and suggestions more specific. Second, it enriched my knowledge of how luxury brands can balance the need to be global

and local at the same time. Another lesson was that in good marketing analysis there is a need to identify the clear boundaries of evidence and draw corresponding claims.

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