

A white tweed jacket with a fur collar is displayed on a mannequin. The mannequin's neck is labeled "STOCKMAN". The jacket has a textured, woven pattern and a thick, white fur collar. The background is a plain, light-colored wall with two electrical outlets visible on the right side. The overall lighting is soft and even.

The 2026 Luxury Resilience Report

How to Address the Lack of Transparency Beyond Tier 1
and the Cost of Data Inconsistency

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Louis Vuitton — Speedy Bag



Dior — Cruise 2027 Collection

00

Introduction

FROM VISION TO OPERATIONAL EXCELLENCE

The luxury industry has consolidated cross-cutting leadership in impact, positioning resource regeneration and circular innovation as the new pillars of its resilience.

At the recent Global Fashion Summit, we had the privilege of hearing from innovation leaders at some of the world's most influential luxury houses. From their contributions, we drew the conclusion that the luxury industry has moved beyond the era of theoretical commitments and entered a phase of radical operational execution.

During the Summit, the idea strongly resonated that sustainability and business are now the same battle, acting as a true lifeline for the continuity of luxury houses. However, it also became clear that a fragmented supply chain is becoming increasingly exhausted.

Industry leaders advocated for collective governance to avoid overburdening suppliers with inconsistent data demands, focusing the strategy on environmental intelligence that even involves chief financial officers.

Inspired by this vision, at BCome we have designed this document to help luxury brands identify the technical blind spots that still separate their 2030 ambitions from operational reality on the ground. Our goal is to turn this complexity into a robust, granular, and above all resilient data infrastructure.

01 The Luxury Paradox

The luxury sector has reached an unprecedented level of climate commitment. However, a paradox remains: while brands are announcing 2030 targets, the data infrastructure underpinning them remains fragile.

This report identifies the blind spots that separate corporate promises from operational reality, and how the lack of data is increasing the risk profile of leading luxury houses.

We analyze how four leading players in the luxury industry are addressing these blind spots, and why data is the only asset capable of protecting brand value in the face of regulatory and financial scrutiny.

CHANEL

LVMH

KERING



02 Blind Spot #1

THE GHOST OF DATA BEYOND TIER 2

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- The problem** Most luxury brands have excellent visibility over their workshops and final manufacturing facilities (Tier 1), but lose track of tanneries, spinning mills, and farms (Tier 3 and 4).
- The reality** 80% of environmental impact happens where brands have the least data.
- The risk** Supply instability: if you don't measure the actual environmental risk at the specific supplier location using supplier data, you cannot predict disruptions in your chain.
- The challenge** From theoretical traceability to source-level traceability.



CHANEL — Cruise 2026/27 Show

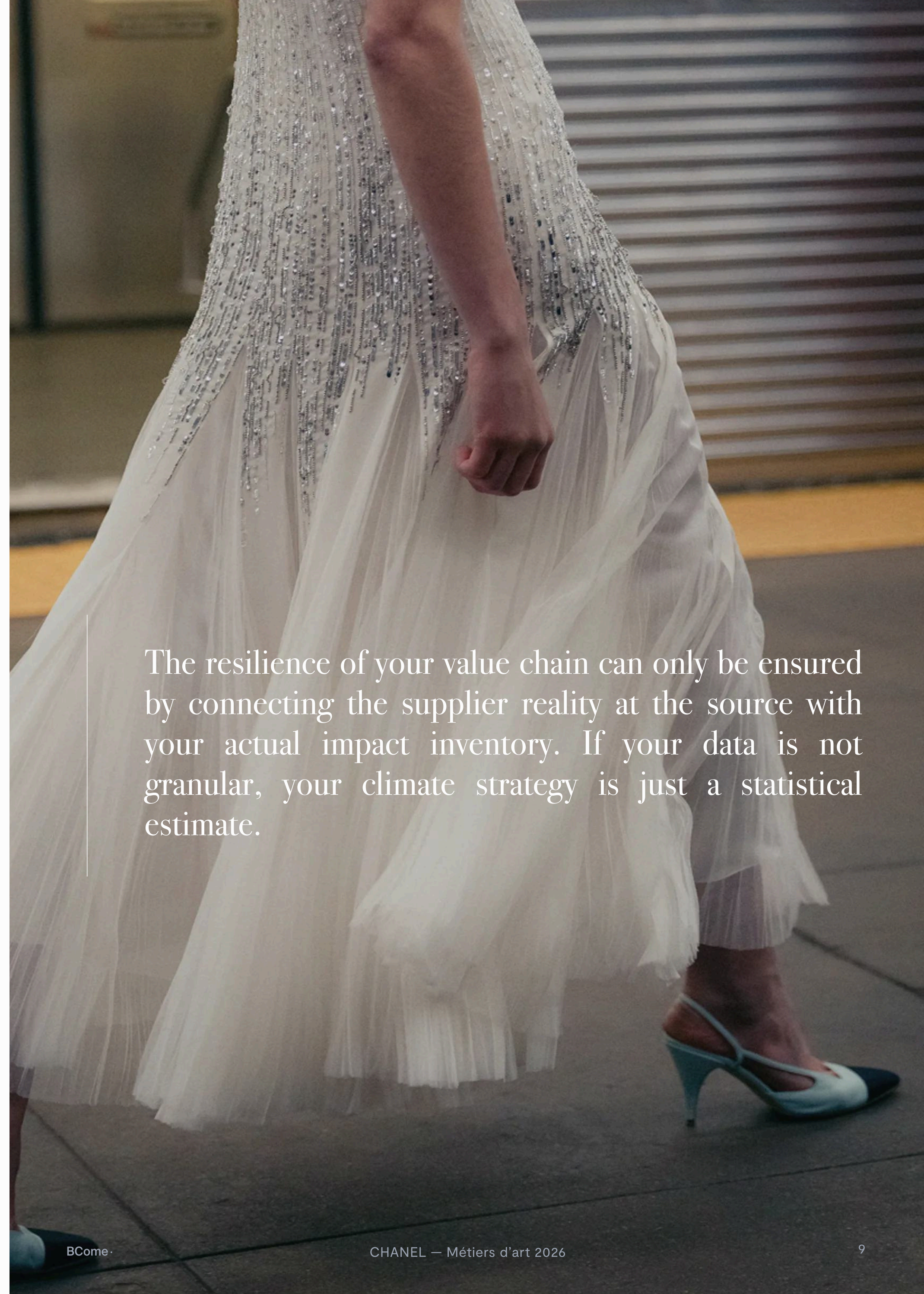
CASE STUDY

CHANEL and the 1.5° Mission

CHANEL Mission 1.5° is the renowned brand's climate action plan to reduce its carbon emissions, aligning with the Paris Agreement to limit global warming to 1.5°C.

The challenge: Chanel has stated that its greatest impact lies in Scope 3 emissions, linked to raw materials. Guy Morgan, Chanel's Director of Sustainability, highlighted during his intervention at the recent Global Fashion Summit the need for its suppliers not only to survive, but to thrive.

The blind spot: Chanel has open-air laboratories, but its major risk lies in its dependence on micro-artisans deep within the supply chain who lack digitalization. Without data from these points in its supply chain, the 1.5° Mission remains a statistical calculation rather than an operational reality.



The resilience of your value chain can only be ensured by connecting the supplier reality at the source with your actual impact inventory. If your data is not granular, your climate strategy is just a statistical estimate.

03 Blind Spot #2

THE SUPPLIER FATIGUE SYNDROME

The problem Brands are overwhelming their best suppliers with redundant and overly complex data collection forms.

The reality A strategic supplier in a location such as Italy works for 5–10 luxury brands. If each one requests data in a different format, the supplier spends more time on administration than on innovating to reduce its footprint.

The risk Degradation of supplier relationships and low-quality reported data due to fatigue.

The challenge Data harmonization: a single technical language so that suppliers report once and brands receive accurate information for decision-making.





LOEWE — Paula's Ibiza 2026

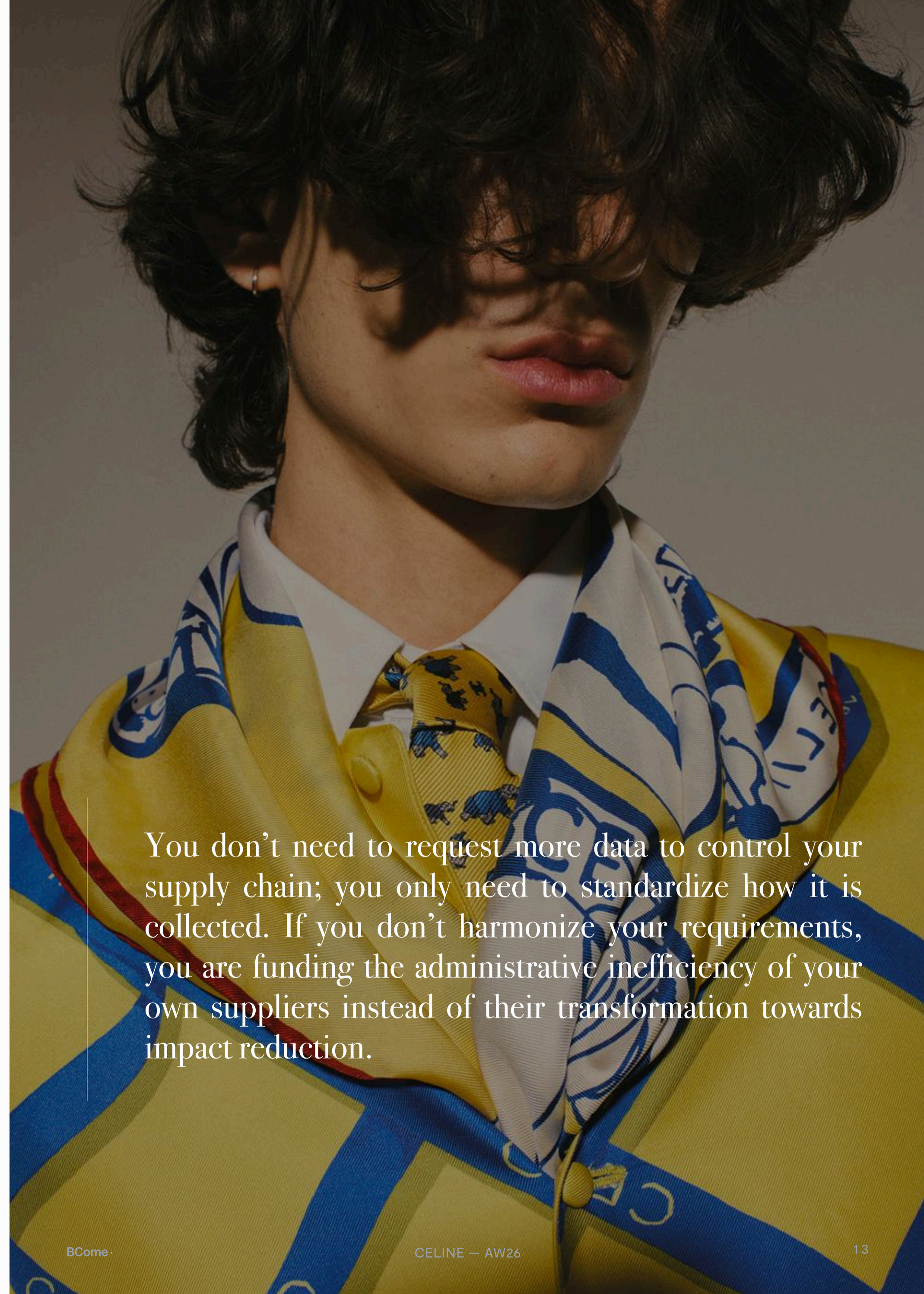
CASE STUDY

LVMH and the LIFE 360 Business Partners Program

LIFE 360 Business Partners is LVMH's program designed to support and align its entire supplier network with its environmental goals. Its main objective is to reduce Scope 3 emissions, which account for more than 90% of its total carbon footprint.

The challenge: H el ene Valade, Director of Environmental Development, issued a large-scale call on stage at the Global Fashion Summit to invite suppliers to become partners in the transition.

The blind spot: a silk supplier in Lyon or a leather supplier in Italy works simultaneously for Louis Vuitton, Dior, and also for direct competitors (Kering or Herm es). If each brand requires an impact report in a different format, the supplier prioritizes administration over environmental improvement.



You don't need to request more data to control your supply chain; you only need to standardize how it is collected. If you don't harmonize your requirements, you are funding the administrative inefficiency of your own suppliers instead of their transformation towards impact reduction.

04 Blind Spot #3

THE COST OF LOW-QUALITY DATA

The problem The use of generic databases to calculate Life Cycle Assessment (LCA).

The reality If your supplier is investing in biogas or water recycling, but your company uses industry averages for its reporting, you are ignoring their progress.

The risk Your impact data presented to the CFO is overestimated. You are paying an inefficiency tax in your sustainability KPIs.

The challenge Primary data vs. secondary data: reducing the reported footprint based on real on-the-ground conditions, not averages.





Saint Laurent — AW26

CASE STUDY

Kering and the EP&L

(Environmental Profit & Loss)

The EP&L (Environmental Profit & Loss) is a natural accounting system created by the luxury group Kering (Gucci, Saint Laurent, Bottega Veneta, among many other brands). This model monetizes and measures the environmental impact of the company's entire supply chain, from raw material extraction to the point of sale.

The challenge: Kering is a pioneer in assigning monetary value to its environmental impact. Its CEO, Luca de Meo, has reaffirmed that sustainability must be embedded in every investment decision.

The blind spot: Kering's EP&L relies heavily on impact models and secondary data. If a Gucci supplier, for example, implements regenerative agriculture but the calculations are based on regional averages, the brand's environmental financial balance is negatively distorted. Real, already-achieved competitive advantages are being ignored.



Calculating your impact using industry averages is accepting an inefficiency tax in your balance sheet. Only primary data allows the CFO to capture the real return on investment in innovation and reduce financial risk.

05 Blind Spot #4

THE DIGITAL PRODUCT PASSPORT TRAP

The problem Viewing the Digital Product Passport only as a legal obligation.

The reality The Digital Product Passport is the ideal opportunity to justify luxury's premium pricing through full transparency.

The risk Creating an empty passport that does not emotionally connect with the customer or add value to resale.

The challenge The Digital Product Passport as a brand asset: turning legal compliance into a certificate of authenticity and resilience.



CASE STUDY

Hermès and Vertical Integration

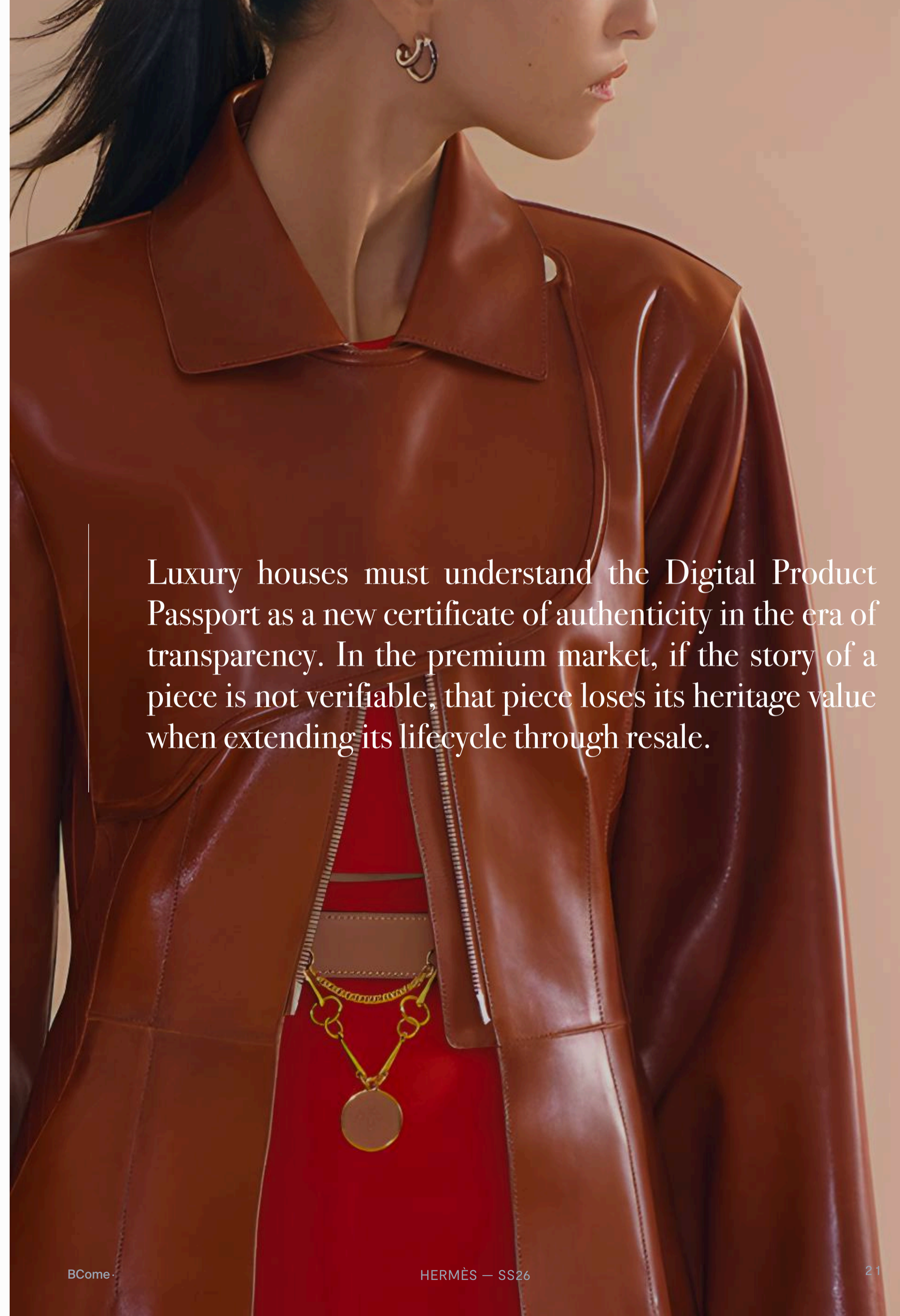
Vertical integration is the cornerstone of Hermès' business model. The French house directly and tightly controls its entire value chain, from raw material sourcing and artisanal manufacturing to final distribution through its own exclusive retail network.

The challenge: Hermès prides itself on its integrated model, where 55% of its products come from in-house workshops. Its focus is on longevity and craftsmanship.

The blind spot: With the arrival of the Digital Product Passport in 2027, the risk for Hermès is treating it as a bureaucratic formality. If a Kelly bag doesn't tell its story digitally, it misses the opportunity to protect its value in the resale market.



HERMÈS — Silk



Luxury houses must understand the Digital Product Passport as a new certificate of authenticity in the era of transparency. In the premium market, if the story of a piece is not verifiable, that piece loses its heritage value when extending its lifecycle through resale.

06 Resilience Matrix

AND BLIND SPOTS IN LUXURY

This matrix cross-references the strategic objectives of leading luxury houses with the technical challenges that need to be addressed, identifying the gap between the traditional model and the resilient model.

Maison	Goal	Traditional Model	Resilient Model	Solution
CHANEL (1.5° Mission)	Net Zero 2040	Ghost traceability Data based on annual questionnaires and Excel files at Tier 3.	Source-level traceability Continuous digital integration from the farm/tannery.	Replacing fragmentation with a real-time data flow.
LVMH (LIFE 360)	Ecodesign and circularity	Supplier fatigue Redundant audits and lack of harmonized standards.	Collective governance A single technical language, where suppliers report once for all brands.	Data harmonization to scale the Business Partners program.
KERING (EP&L)	Soil regeneration	Inefficiency tax Use of industry averages (secondary data) that inflate the impact.	Financial accuracy Real primary data that reduces the reported footprint to the CFO.	Replacing generic data with evidence of positive on-the-ground impact.
HERMÈS (Craftsmanship)	Longevity and heritage	Regulatory trap Viewing the Digital Product Passport only as an EU regulatory requirement.	Brand asset The DPP as a new certificate of authenticity and resilience for the customer.	Transforming legal compliance into a narrative of value and transparency.



Loro Piana — SS26

How to Read the Matrix

If your brand aligns with the traditional model:

Your strategy is operating with a technical margin of error that compromises your 2030 targets and creates friction with your key suppliers.

If your brand aspires to the resilient model:

It is building a competitive advantage based on data sovereignty. BCome acts as the technological engine enabling this shift, transforming supply chain complexity into actionable business intelligence.



CHANEL — Métiers d'art 2026

07

From Transparency

TO GOVERNANCE

As Guy Morgan, Chanel's Director of Sustainability, noted at the recent Global Fashion Summit, climate adaptation requires collective governance. It is not enough for a single brand to be sustainable; the entire industry's data infrastructure must evolve.

The future of luxury belongs not to those who make the biggest promises, but to those who know their supply chain best. Climate adaptation is, at its core, a data intelligence problem.

Is your brand managing risks, or simply reporting on them?

BCome provides the technical infrastructure that allows luxury houses to stop operating blindly and start managing their resilience with the same precision they apply to design. Let's talk about turning your blind spots into a competitive advantage.

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