

Research on the “Dynamic Consistency” Management of Digital Marketing of Fashion Luxury Brands in the Era of AIGC

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Abstract

Generative artificial intelligence is fundamentally reshaping the digital marketing paradigm for luxury brands, but there is a deep tension between its massive, automated content generation capabilities and the core values on which luxury brands thrive—scarcity, inheritance, and dreaminess. This study focuses on a core paradox: how can luxury brands use AIGC to achieve hyper-personalized interactions while maintaining the consistency of global brand values? By integrating the theory of luxury goods management and the theory of brand dynamic consistency, this paper proposes a new paradigm of “intelligent dynamic consistency” and constructs an integrated analysis framework of “strategic anchor-algorithm layer-governance mechanism”. Using a multi-case study method, four representative fashion and luxury brands such as Louis vuitton, Gucci, Burberry and Coperni are selected, the systematic analysis of AIGC content in terms of visual style, core symbol use, narrative language and contextualized trigger variables is integrated to explore the practical form of luxury brand consistency management in the AIGC era. The research finds that successful luxury brands are transforming AIGC from a tactical tool to a strategic core capability, and the key lies in structurally coding the brand's core values to form an insurmountable boundary (strategic anchor), realizing large-scale contextualized content generation based on multi-dimensional trigger variables (algorithm layer), and managing the risk of content mutation (governance mechanism) through a hybrid governance mechanism of “people in the loop”, which expands the cross-dialogue between brand consistency theory and AIGC marketing theory. In practice, it provides systematic suggestions for luxury brand managers on value coding, process restructuring and hybrid team building.

Keywords

generative artificial intelligence, luxury brands, dynamic consistency, digital marketing, human-machine collaboration, content analysis

1. Introduction

Generative artificial intelligence, as a general technology, is having a fundamental impact on the marketing paradigm. From ChatGPT to MidJourney, from DALL-E to Sora, AIGC technology enables brands to generate

marketing content and achieve personalized interactions at unprecedented scale, speed, and refinement. Studies have shown that AI-generated e-commerce images can reduce production costs by up to 70% [1], an efficiency advantage that is driving global brands to accelerate the adoption of this technology.

However, for fashion luxury brands, the introduction of AIGC is not a simple upgrade of efficiency tools, but a fundamental challenge to touch their core value proposition. The uniqueness of luxury brands is based on three pillars: scarcity, inheritance, and dreaminess [2]—these attributes are inherently in tension with AI's large-scale, automated, and homogeneous generation logic. Jung et al.'s research shows that perceived artificial creativity affects consumers' responses to AI-generated luxury advertisements through two paths: trust and perceived humanity, with information and novelty having the most significant driving effects on purchase intention [3]. Luxury brands are always faced with an eternal paradox in the digital journey: how to achieve localized, personalized consumer interactions while maintaining the consistency of global brand values?

This issue has shown its urgency in the real business world. In December 2025, Italian luxury brand Valentino faced widespread criticism for posting an AI-generated ad video on Instagram, with users calling its visuals “cheap,” “lazy,” and “disturbing,” questioning the brand's prioritization of efficiency over artistry. This event reveals that when brands deeply integrate consumer data with AI systems to achieve personalized marketing, the issues of data governance, brand safety, and value alignment have risen from technical issues to strategic cores. As the Boston Analytical Institute points out, the value of luxury goods depends on their historical development – including the product's creator, manufacturing process, and the meaning behind it, and consumers' perception of a brand's authenticity directly affects their loyalty [4].

In light of the aforementioned paradoxes and practical challenges, this study aims to explore how luxury brands can establish a systematic management framework in the age of AIGC, enabling them to safeguard their core values whilst utilising technology to achieve personalised marketing. Employing a multi-case study methodology, this research selects four representative fashion luxury brands—Louis Vuitton, Gucci, Burberry and Coperni—and utilises triangulation of publicly available data, interview transcripts and social media content to systematically analyse management practices regarding AIGC content in terms of visual style, the use of core symbols, narrative language and contextual triggers. The study seeks to provide theoretical guidance and practical insights for the digital marketing strategies of luxury brands.

2. Literature Review & Theoretical Foundation

2.1 The Core Tenets of Luxury Brand Management

The uniqueness of luxury brand management stems from its fundamentally different value logic from that of mass consumer goods. In the third edition of their classic book *The Luxury Strategy*, Kapferer and Bastien systematically expounded the “anti-marketing law” of luxury marketing, emphasizing that luxury brands must maintain a sense of distance, scarcity, and extraordinariness, and added an in-depth discussion of the impact of new technologies such as artificial intelligence [5]. Kapferer and Valette-Florence point out that the core of luxury is “selling dreams” - consumers buy not only functional products, but also status symbols, cultural capital, and aesthetic ideals [2]. This “dream value” is built on three pillars: scarcity, inheritance and dreaminess.

However, the digital environment poses a systemic “dilution risk” for all three. When brand content spreads infinitely on social media, when e-commerce channels make purchasing too convenient, and when algorithms recommend that luxury goods are mixed with ordinary consumer goods, luxury attributes are dissolved. Kapferer and Valette-Florence further reveal that even if consumers classify themselves as luxury brands, many brands do not receive the “dream value” they deserve—meaning that luxury positioning alone is not enough to guarantee brand desire, and brands must continue to maintain their dream narratives [6].

From the perspective of content analysis, luxury brands need to pay special attention to four dimensions in AIGC applications: luxury and exclusivity maintenance - evaluate whether AI-generated scenes, characters, and narratives deliberately maintain a sense of distance and scarcity narrative; Visual consistency – AI-generated content in terms of color tone, composition, model style, and texture compared to the brand's historical advertising; Narrative and language style – the fit of AI-generated copy in terms of tone and value

communication; The use of core symbols determines whether the AI accurately and innovatively employs the classic elements of the brand.

2.2 From Static to Dynamic Brand Consistency

Brand consistency theory has undergone an evolution from a static paradigm to a dynamic paradigm. The traditional view emphasizes the absolute unity of brand communication – maintaining the same voice, image and message across all touchpoints, all markets, and all media around the world. This paradigm of “static consistency” makes sense in the era of industrial media, but it faces fundamental challenges in the age of digital and social media.

Dolbec et al. proposed that brand consistency should shift from “content unification” to a dynamic paradigm of “core stability and implementation contextualization” [7]. Consumers expect contextual experiences, not mechanically repeated information, when they interact with brands in different contexts. He and Zhang further proposed the theory of “dynamic brand positioning”, arguing that brand meaning is co-created by enterprises and consumers, and the two-way transformation between brand core meaning and peripheral meaning constitutes the dynamic evolution of brand positioning [8].

In the context of AIGC, dynamic consistency needs to be further refined into system management of trigger variables and range of changes. Trigger variables refer to the dimensions in which AIGC content changes according to different platforms, different geographical markets, different user tags, and interaction history; The scope of change refers to the boundaries allowed in terms of style, theme, and form of AI-generated content while maintaining the core of the brand. For example, Gucci's AI-generated content allows for more grotesque artistic expressions, but the core of “vintage romance” is always present; Hermès' AI-generated content has always revolved around “craftsmanship and heritage”.

2.3 The Application and Paradox of AIGC in Marketing

The application of generative AI in marketing is growing rapidly. Kumar et al. systematically elaborated on AIGC's capabilities in content creation, personalized recommendations, and real-time interaction, pointing out that its core value lies in achieving “large-scale personalization” [9]. In their new book, *The New Science of Customer Relationships*, Davenport and Sterne propose that enterprises need to build a customer relationship framework that integrates generative AI, covering technical tools, data collection, process implementation, and ethical guidelines [10].

However, the application of AIGC also brings deep paradoxes. Jung et al. conducted an experimental study on 461 respondents with experience in generative AI and found that perceived artificial creativity affects trust and perceived humanity, which in turn affects the four dimensions of advertising information, entertainment, credibility, and novelty [3]. This finding reveals the psychological mechanism of the “efficiency-authenticity” paradox: the more efficient the AI-generated content, the less human effort consumers perceive, and the perception of brand authenticity may be compromised.

Industry practice shows that luxury brands' application of AI is shifting from “radical experimentation” to “prudent integration”. Observations from Berlin-based creative studio Parallel Pictures show that most luxury brands use AI as an extension of traditional shoots, rather than a complete replacement for core creation – “Brands come to us and say, ‘We've done the live-life shoot, can we generate 10 to 20 matching additional footage for social or digital channels?’” In the video space, brands are more cautious because AI-generated videos still struggle to maintain product accuracy during movement [4].

3. Research Gaps and Theoretical Contributions:

Based on the above literature, two key research gaps can be identified.

Gap 1: The existing AIGC marketing literature mostly focuses on technical performance and adoption motivation, and lacks in-depth theoretical discussion on the impact of brand core assets (such as brand equity and brand luxury). Although De Keyser et al. proposed a technical integration framework for customer experience [11], the interaction between the unique value logic of luxury brands and the technical characteristics of AIGC has not been systematically studied. Although Jung et al. revealed the influence

mechanism of perceived artificial creativity [3], there is still a lack of discussion on how brands can construct a systematic response framework. The study by To et al. further revealed that when consumers know that advertisements are generated by AI, their evaluation of the brand is significantly reduced, and the core mechanism lies in the reduction of perceived human effort [12]. This reveals a deep contradiction: the stronger the AI empowerment, the higher the risk of value dilution.

Gap 2: Brand consistency theory has evolved into “dynamic consistency” in the digital age, but the framework has not yet systematically integrated the governance challenges posed by AI-driven automated, personalized content generation. The dynamic consistency theory of Dolbec et al. emphasizes the distinction between core and periphery [7], but fails to foresee the impact of AI large-scale content generation on the boundaries of core values. Hegde and Ganesha pointed out that the application of AI in the luxury field faces dual dimensions of authenticity challenges and data ethics [13], but existing theories do not provide a specific governance path, particularly in addressing how brands can maintain their core values while navigating these challenges.

This study proposes a new paradigm of “intelligent dynamic consistency”, which integrates the automatic generation capabilities of AI with the core value maintenance needs of brands in the same theoretical framework. The core of this paradigm is not to replace human decision-making with AI, but to build an enhanced decision-making model of “human-machine collaboration”, so that AI can exert its potential for large-scale personalization within the boundaries of the brand's core values. The integration framework of “strategic anchor-algorithm layer-governance mechanism” constructed in this study, and integrates the systematic analysis of luxury maintenance, visual consistency, use of core symbols, trigger variables and change boundaries, etc., aims to fill the above theoretical gaps.

4. Conceptual Framework: The “Strategic Anchor-Algorithmic Layer-Governance” Model

Based on the perspective of theoretical integration and content analysis, this paper proposes that an effective management framework should include three core dimensions: value anchoring dimension - structured encoding of brand core values (aesthetic code, brand narrative, core symbol); Algorithm-enabled dimension - large-scale contextualized content generation based on multi-dimensional trigger variables; Governance and control dimension - establish a hybrid governance mechanism of “people in the loop” to systematically monitor and intervene in content variations.

4.1 Strategic Anchor: Codifying the Brand Core

The strategic anchor is the first dimension of the framework, which refers to the process of structuring and digitally coding the core values of the brand. The core values of luxury brands include: aesthetic code (visual language system such as color, form, material, etc.), brand narrative (historical origin, founding story, key events), values (sustainability, inclusiveness, craftsmanship, etc.), and core symbols (iconic patterns, colors, product forms). In the AIGC era, these intangible assets that originally existed in the creative director's mind and brand manual need to be transformed into structured data that can be identified, called, and followed by AI systems.

The coding content of the strategic anchor should cover four core analysis dimensions: (1) luxury and exclusivity maintenance norms - the guiding principle of transforming the brand's sense of distance and dream into AI-generated content; (2) Visual language standards - the normative system of tone, composition, model style, and texture; (3) Narrative and language style guidelines—norms of tone and vocabulary, value communication, and emotional tendencies; (4) Core symbolic asset library - digital assets and application rules of iconic patterns, colors, and product forms.

The core function of the strategic anchor is twofold: on the one hand, it constitutes an “insurmountable boundary” of AI-generated content - any content generation that deviates from the anchor value should be intercepted by the system; On the other hand, it is also the “source of inspiration” for AI creativity - within the anchor boundary, AI can explore diverse expressions of peripheral meanings. This concept echoes the distinction between core and peripheral meanings of He and Zhang [8], but further emphasizes the critical role of digital coding in AI operability.

4.2 Algorithmic Layer: Enabling Contextualized Personalization at Scale

The algorithm layer is the second dimension of the framework, which refers to the AIGC system as the operational core of the “dynamic layer” to achieve large-scale personalized content generation and interaction based on real-time data and context. The technical components of this layer include: large language models (for text generation), image generation models, video generation models, and recommendation algorithms and intent prediction models.

The core capability of the algorithm layer lies in identifying and responding to diverse trigger variables - generating content versions that fit the context based on different platform characteristics, geographical markets, user tags, and interaction history. At the same time, the algorithm layer must operate within the changing boundaries delineated by the strategic anchor: the restoration of the core symbol of the brand must be maintained above the threshold, the visual texture must not deviate from the “sense of cheapness”, and the narrative core must not deviate from the brand values.

Burberry's practice provides a typical case for this. The brand has built a customer science capability system consisting of multiple AI models, using AI to enhance digital storytelling while maintaining its core product imagery rooted in traditional photography [1]. This positioning of “AI supports creativity, not replaces creativity”, reflects the ideal practice form of the algorithm layer.

4.3 Governance Mechanism: Human-in-the-Loop for Risk Mitigation

The governance mechanism is the third dimension of the framework, which refers to the hybrid control system designed to manage the risks of AIGC-generated content. Based on existing research and practice, the governance mechanism should include four core components:

Algorithm Review: Deploy an automated content filtering system to identify elements in the generated content that may deviate from the core of the brand, such as tone deviations, core symbol distortion, and language style deviations. Creative Oversight: Maintain the final review and adjustment authority of the human creative team over AI-generated content, ensuring emotional warmth and cultural sensitivity. As LVMH's Director of Information Technology emphasizes, “technology brings additional value and extension, but the role of humans can never be replaced” [4]. Ethical Guidelines: Establish clear ethical guidelines for AI applications, including data privacy protection, algorithmic bias prevention, cultural sensitivity, etc. Consumer feedback loop: Incorporate consumer responses to AI-generated content (such as comments and interactive data) into the governance system to form a closed loop of continuous optimization.

The core logic of this hybrid governance model is “Human-in-the-Loop” - not to replace humans with AI, but to use AI to enhance human decision-making capabilities and creative boundaries. Industry practices confirm this direction: leading brands such as MCM Worldwide use AI to generate extended content for traditional advertising campaigns, rather than completely replacing core shoots [4].

5. Methodology: A Multi-Case Study Approach

5.1 Case Selection

Adhering to the ‘maximum contrast’ principle, the study selected four fashion luxury brands representative of digitalisation and AIGC applications: Louis Vuitton (a paradigm of traditional luxury brands), Gucci (creativity-driven, with a broad scope of AIGC application), Burberry (a pioneer in digital transformation) and Coperni (an emerging brand integrating technology). This approach aims to capture the diverse practices of different brand types in addressing AIGC challenges.

5.2 Data Collection and Content Analysis

To ensure the reliability and validity of the research, a triangulation approach was adopted, integrating the following multi-source data:

1. Analysis of public materials: Systematic collection and analysis of annual reports, sustainability reports, and official press releases from the four case study brands since 2023, as well as all publicly available marketing campaign examples explicitly labelled or identifiable as being AIGC-assisted or generated.

2. Text analysis of semi-structured interviews: To address the limitations of first-hand interviews, this study extensively collected public interview transcripts, keynote speeches and podcast content from brand executives (such as CMOs, CDOs and heads of digital innovation) published in authoritative industry media (such as *Vogue Business*, *The Business of Fashion* and *Glossy*) and at academic conferences. We conducted qualitative analysis of these texts to extract the brands' core perspectives and decision-making logic regarding strategy, processes and governance.

3. Social media content analysis: We carried out a systematic analysis of content published on the official accounts of the four brands across major social media platforms such as Instagram and WeChat. The analysis focused on the following dimensions: visual style consistency: a comparison of AI-generated content with the brand's historical advertising in terms of tone, composition and texture; Use of core symbols: the frequency of appearance and innovative interpretations of iconic motifs (such as the LV Monogram), colours and product forms; Narrative and linguistic style: the alignment of the tone and vocabulary of AI-generated copy with the brand's values; Contextual triggers: whether AI-generated content varies according to platform characteristics, regional markets or interaction history.

5.3 Analytical Procedure

To ensure the rigour and traceability of the analysis, this study employs a template-based analytical approach. Firstly, the three-dimensional framework of 'strategic anchor – algorithmic layer – governance mechanism' proposed in this paper serves as a priori analytical template, defining the initial coding categories for each dimension. Subsequently, Coperni was selected as the pilot case study. Its publicly available materials, interview transcripts and social media content were coded, and the initial template was supplemented and refined through secondary comparisons and other methods to form the final coding manual. Finally, this manual was used to systematically code the three case studies of Louis Vuitton, Gucci and Burberry. Through cross-case comparisons, common characteristics and differences among the brands in terms of strategic anchoring, algorithmic application and governance mechanisms were identified, thereby distilling the typical practice of "intelligent dynamic consistency". Based on the above case analysis, the findings and in-depth discussions of this study are expanded as follows.

6. Discussion

6.1 The Emergent Paradigm: From Tool to Strategic Capability

Comprehensive research finds that the key to the success of luxury brands in the AIGC era lies in transforming generative AI from a tactical tool to a "core capability" that requires strategic anchoring and strict governance. This transformation encompasses three levels:

Cognitive level: Treat AI as a guardian of brand values rather than just an efficiency tool. Davenport and Sterne emphasize the need for enterprises to build customer relationship frameworks that integrate generative AI and embed AI at the core of their strategies [10]. Luxury brands need to establish a similar cognitive framework – as LVMH emphasizes, human roles can never be replaced [4].

Capability level: Build a three-in-one capability system of "strategic anchor-algorithm layer-governance mechanism", and integrate refined management of each dimension of content. single-dimensional investment is difficult to achieve - only strategic anchors and no algorithm layer, brands cannot achieve large-scale personalization; With only an algorithm layer and no governance mechanism, brands face the risk of value dilution.

Cultural level: cultivate an organizational culture of human-machine collaboration. This requires in-depth collaboration between creative teams, marketing teams, and technical teams to jointly define the application boundaries and innovation possibilities of AI. As researchers at the French Institute of Fashion pointed out, AI needs literature, syntax, symbols, and art to help find the right words and enrich creativity [4].

6.2 Managerial Implications

This study provides three specific suggestions for luxury brand managers:

Value coding first: Before launching large-scale AIGC applications, systematically sort out the brand's core values (aesthetic code, brand narrative, values, and core symbols) and transform them into structured specifications that can be followed by AI. The coding content should cover the maintenance of luxury, visual language, narrative style, symbol use and other dimensions. This process itself is also a deep reflection of the brand strategy.

Organizational Process Restructuring: Establish cross-functional teams that integrate creative, marketing, and technology, and restructure content moderation processes to accommodate the scale and dynamics of AI generation. Traditional linear processes are difficult to cope with the high-speed generation of AI content, and it is necessary to establish a dynamic review mechanism of “human in the loop” to systematically control the response of trigger variables and the boundaries of change.

Hybrid Team Building: Invest in compound talent – “bilingual talent” who understand both brand essence and AI technology. At the same time, maintain the final review authority of the creative team for AI-generated content to ensure the cultural sensitivity and emotional temperature of the brand's narrative. Industry practice shows that the most successful applications are the use of AI as an extension of traditional filming, rather than a complete replacement for core creation [4].

6.3 Limitations and Future Research

This study has the following limitations: the number of cases is limited and the access to interview data is limited; The research focuses on brand-side practices and lacks first-hand empirical evidence on how consumers perceive brand consistency in AI-generated content. Cross-cultural comparison is not sufficient, especially considering the particularity of the Chinese market.

Future research can be deepened in three directions: quantitative verification: developing an “intelligent dynamic consistency” scale to test the influence mechanism of strategic anchors, algorithm layers, and governance mechanisms on brand equity, and incorporating the trust and perceived humanity path proposed by Jung et al. [3]; Consumer research: Explore the impact of AIGC-generated content on consumers' long-term brand relationships under different trigger variables (platform, region, user tags); Cross-cultural comparison: Compare consumer acceptance and evaluation standards for AI-generated luxury content in different cultural contexts, especially the differences between the Eastern and Western markets.

7. Conclusion

This study proposes and verifies the theoretical paradigm of “intelligent dynamic consistency” at the intersection of AIGC and luxury brand management. Theoretical contributions are reflected in three levels:

The theory of luxury marketing reveals a new mechanism for maintaining the value of luxury brands in the AIGC era - not through closed and exclusionary technology, but through strategic anchoring and governance of technology. This expands the luxury management theory of Kapferer and Bastien [5] and makes it applicable to the new context of human-machine collaboration. The study responds to the core question of “how luxury goods embrace AI,” advancing the discussion from “whether to adopt” to “how to adopt strategically.”

On the basis of dynamic consistency such as Dolbec [7], the concept of “intelligent dynamic consistency” is proposed by introducing the variables of AI generation capabilities, and the discussion of brand consistency is promoted from the “core-periphery” binary structure to the “anchoring-generation-governance” ternary dynamic system. This study integrates the theoretical mechanism of consumers' perception of the authenticity of AI-generated content [3], and integrates the content analysis dimensions (visual consistency, core symbol use, narrative fit, trigger variables, and changing boundaries) into the brand consistency framework.

Human-machine collaborative marketing theory: Through the extreme context of luxury brands, the division of labor between AI and humans in brand value co-creation is revealed - AI is responsible for large-scale contextual expression, and humans are responsible for the protection of core values and the definition of creative boundaries. This finding validates and expands on Davenport and Sterne's theory of technology convergence [10], which has implications for a wider range of brand types.

In an era where AIGC is profoundly reshaping the marketing paradigm, luxury brands are not faced with the choice of “embracing or rejecting technology”, but with the challenge of “how to make technology serve

the brand soul”. As the Colbert Association of France said, for the luxury industry, AI can accelerate the visualization process, enrich inspiration, and quality control, but it cannot replace the direction of artistic expression - “this is a taboo red line that cannot be crossed” [4]. The core enlightenment of the “intelligent dynamic consistency” paradigm is that the highest level of technology is not to replace human nature, but to express human nature in a richer and more accurate way. For luxury brands, this means guarding dreams with AI, not diluting them with AI.

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Conflicts of Interest

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