TREND MAP · LUXURY CODES DOWNSTREAM

LUXURY'S PREMIUMS ARE NOW COMMODITIES. WHAT'S LEFT TO SELL?

The full map: every trend we found on how luxury's codes are moving down the US market, with the evidence for and against, the cases on the shelf, and the visual codes decoded.

Ten pages from a report that runs to about 100. Headlines and our conclusions are readable; the evidence, cases, dates and sources are greyed out.

23 TRENDS | 5 VISUAL CODES DECODED | MARKET · USA

FULL REPORT
4 November 2026

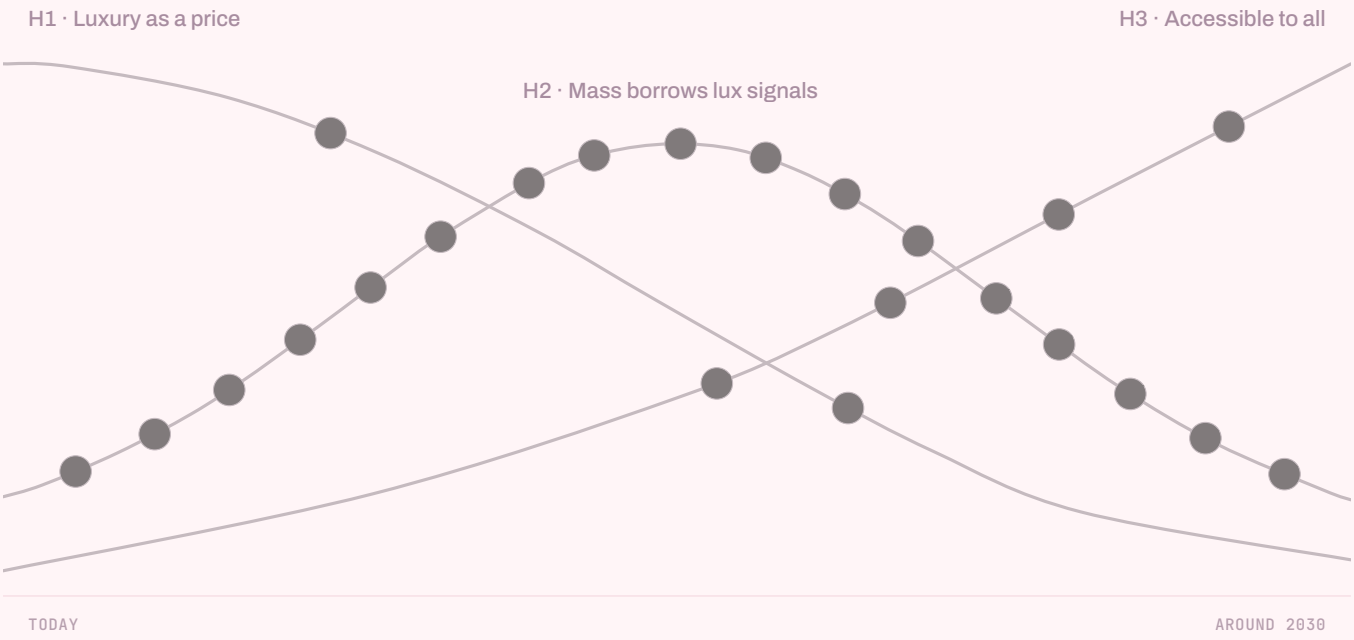
EVIDENCE
325 items from 126 sources

BY
Steve Bryant and Dr. Natalie Edwards

MAP 1 OF 2

WHAT'S TRENDING: THREE HORIZONS

A snapshot of receding, dominant and emergent trends. In the full map every trend is placed and numbered. Here the placements are greyed out.



H1: Luxury as a price H2: Mass borrows lux signals H3: Accessible to all

HORIZON 1

Luxury owned at the top and sold as a price

HORIZON 2

Luxury codes travel down

HORIZON 3

Luxury as codes anyone can buy

HOW TO READ THIS MAP

The Three Horizons framework, from the futurist Bill Sharpe, reads change as three overlapping systems. Horizon 1 is today's dominant way of doing things, which fades as it loses its fit with a changing world. Horizon 3 is a possible future that fits that world better, visible now only in early examples. Horizon 2 is the turbulent middle, where new moves are made. Left to right is time, from today. A dot's height shows how strong its horizon is at that moment. The Pace Layers map shows how deep each trend has reached.

4 H2: DOMINANT ● HOLDS UP

CASHMERE RULES EVERYTHING AROUND ME

Mass retailers are selling cashmere as their luxury signal

BASED ON 10 ITEMS 1 company · 2 research · 7 press



SO WHAT? →

Cashmere alone no longer signals luxury. Sell the grade, the origin or the maker, not the fibre.

Cases 6

What the trend looks like on the shelf, from the top of the price ladder down. Brands, prices and sources are in the full map.

TIER	BRAND · PRODUCT	PRICE · DATE	WHAT IT SHOWS · SOURCE
LUXURY			
PREMIUM			
DIRECT TO CONSUMER			
MASS			
STORE BRAND			
STORE BRAND			

CASHMERE RULES EVERYTHING AROUND ME · THE EVIDENCE

The evidence so far 6

2026

2026

2026

2026

2026

2026

CODE 1

[CODE NAME]

PHOTO IN THE FULL MAP

The house

PHOTO IN THE FULL MAP

On the mass shelf

PHOTO IN THE FULL MAP

In the wild

[CODE NAME] · THE DECODE

DECODED BY DR. NATALIE EDWARDS

Where the code sits now

LUXURY | PREMIUM | DIRECT TO CONSUMER | MASS | STORE BRAND

What makes it read as it does

MATERIAL

COLOUR

SHAPE

TYPE

In the evidence

SO WHAT? →

[So what?]

DATES TO WATCH · 53 IN ALL

WHAT TO WATCH, AND WHEN

Every date the trends point to, in order. Each one would confirm or test a trend; the trend's section says how. All 53 are in the dates CSV, ready for a calendar or tracker.

DATE	WHAT HAPPENS	TREND	SOURCE
NOVEMBER 2026			
		1	
		15	
		7	
		8	
		1	
		4	
		5	
		6	
		7	
		14	
		16	
		23	
DECEMBER 2026			
		3	

+ 40 MORE DATES IN THE FULL MAP

BRANDS MENTIONED · 67

BRANDS IN THIS REPORT

Every brand the evidence names, with the trends it appears in (greyed in the sample). Mentions only. No brand paid to appear here or endorsed this research; some are past clients.

A
- Amazon
- Apple

B
- bettergoods
- Biograph
- Biscoff
- Brick
- Brunello Cucinelli

C
- Cadbury
- Chanel
- Coach
- COS
- Costco

D
- Dossier

E
- e.l.f.
- Equinox
- Everlane

F
- Function Health

G
- Ghirardelli
- Glow Recipe
- Great Value
- Gucci

H
- H&M
- Hermès
- Hershey
- Hims & Hers
- Human Longevity

L
- Life Time
- Light Phone
- Lindt
- Loro Piana
- Louis Vuitton
- Lululemon
- LVMH

M
- Marriott
- MCoBeauty
- Midi Health
- Mondelez

N
- Neiman Marcus
- Nordstrom

P
- Phoebe Philo
- Pinterest
- Prada

Q
- Quest Diagnostics
- Quince

R
- Ralph Lauren
- Rare Beauty
- Rent the Runway
- rhode

S
- Saks
- Samsung
- Sephora
- Shein
- Superpower

T
- Tapestry
- Target
- The Row
- Toblerone
- Tom Ford
- Toteme
- Trader Joe's

U
- UGG
- Ulta
- Uniqlo

V
- Vivrelle
- Vollebak

W
- Walmart
- Williams-Sonoma

SOURCES · 126 IN ALL

EVERY SOURCE WE USED

Alphabetical. The type follows the evidence key; items counts the claims each source supports. The same list, with links, is in the sources CSV.

SOURCE	TYPE	ITEMS	TRENDS
	Press	1	
	Company	1	
	Press	1	
	Press	1	
	Press	1	
	Research	1	
	Company	1	
	Press	2	
	Company	4	
	Research	8	
	Press	2	
	Press	1	
	Company	1	
	Company	1	
	Press	1	
	Press	8	
	Press	4	
	Social	1	
	Company	1	
	Company	1	

+ 106 MORE SOURCES IN THE FULL MAP

END OF THE SAMPLE

GET THE FULL MAP

A reference your team can keep and search: complete evidence, clean citations, about 100 pages, delivered as a PDF the moment you pay.

All 23 trends	Every trend we found, not just the 12 on the page, each with its evidence, the case against, cases on the shelf and what to watch.
Both maps	Three Horizons and Pace Layers, with every trend placed.
The semiotic read	Five visual codes, decoded by Dr. Natalie Edwards.
Dates to watch	All 53 dates, also as a CSV for your calendar or tracker.
Every source	325 items from 126 sources, linked, also as a CSV.

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