Self Expression for the New Generation

PROCESS BOOK

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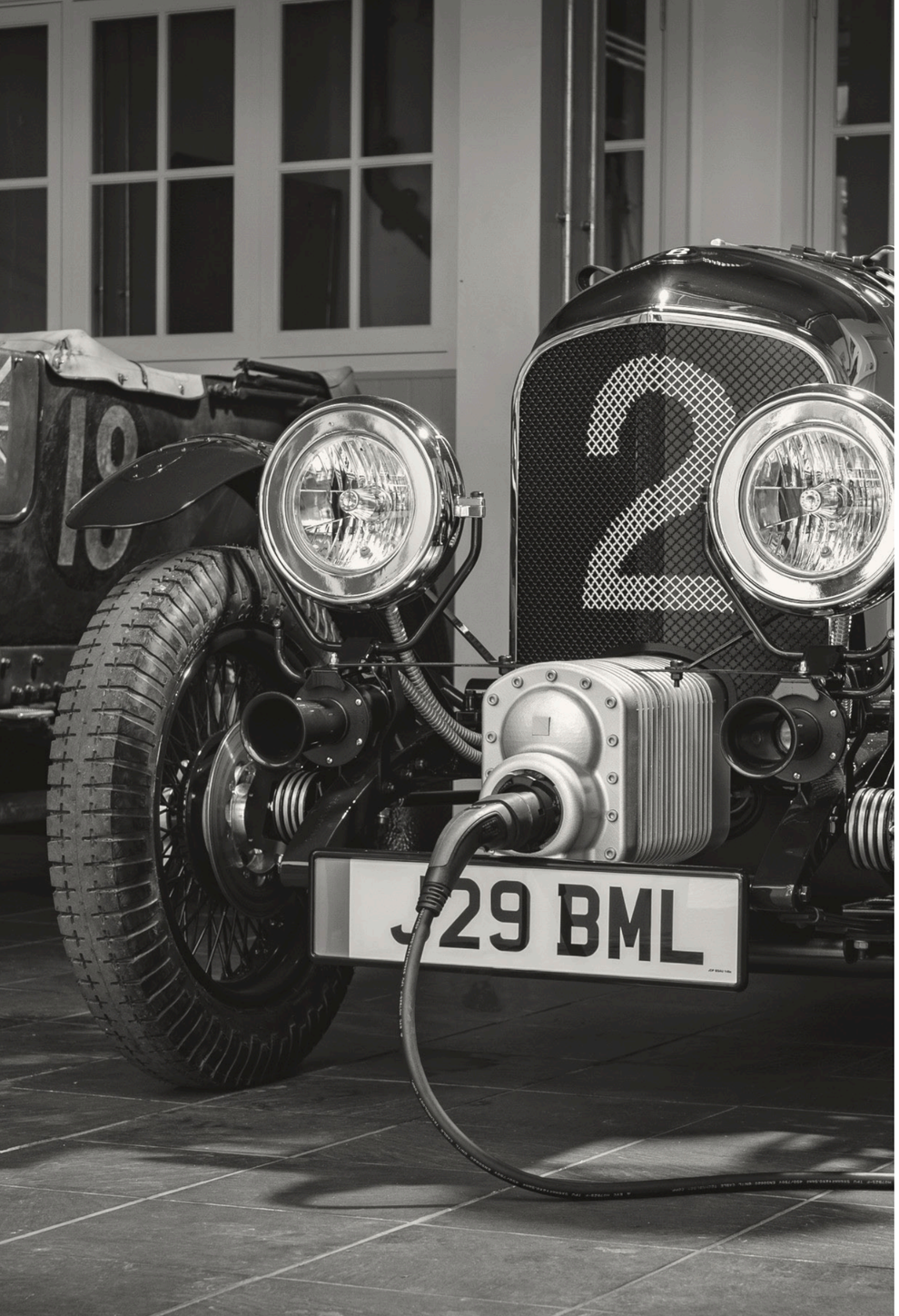


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Executive Overview

Bentley has long been associated with heritage, craftsmanship, and the legacy of the original Bentley Boys - a group of influential drivers and cultural figures who embodied confidence, independence, and a pioneering spirit. As luxury consumers shift toward younger, more culturally engaged audiences, Bentley faces the opportunity to reinterpret this legacy for affluent Gen Z and Millennial taste makers who value self-expression, cultural relevance, and authenticity.

Our campaign, The Bentley Era, re-imagines the Bentley Boys as a modern collective of influential cultural figures who represent the brand's enduring values of freedom, confidence, authority, and taste. Rather than relying on traditional advertising alone, the campaign positions Bentley within key cultural environments where these values naturally resonate.

The campaign unfolds through a series of curated U.S.-based cultural activations including a launch event at The Frick Collection in New York, an exhibition during Art Basel Miami, and a private collector viewing at a major automotive auction. These moments are connected through The Bentley Boys Grand Tour, a documentary series released across Bentley's digital platforms that follows the journey of the modern Bentley Boys across the United States.

By combining heritage storytelling with contemporary cultural platforms, The Bentley Era transforms Bentley from a symbol of historic luxury into a living cultural narrative, one that invites a new generation of taste makers to define the next chapter of the brand's legacy.



Project Objective

For over a century, Bentley has represented handcrafted luxury, power, and prestige, traditionally appealing to an older, established audience. However, younger Gen Z and Millennial consumers perceive the brand as impressive yet distant and rooted in old-school success. As these generations become more affluent,

Bentley risks losing relevance if it continues to define luxury solely through status. Today’s luxury consumer values self-expression and freedom, using brands as reflections of personal identity. The challenge is to reintroduce Bentley as a symbol of self-expression and individuality while preserving its heritage.





Defining Self-Expression

For younger luxury audiences, ownership is no longer only about status or financial success. Luxury has become a medium through which individuals communicate identity, taste, and cultural awareness.

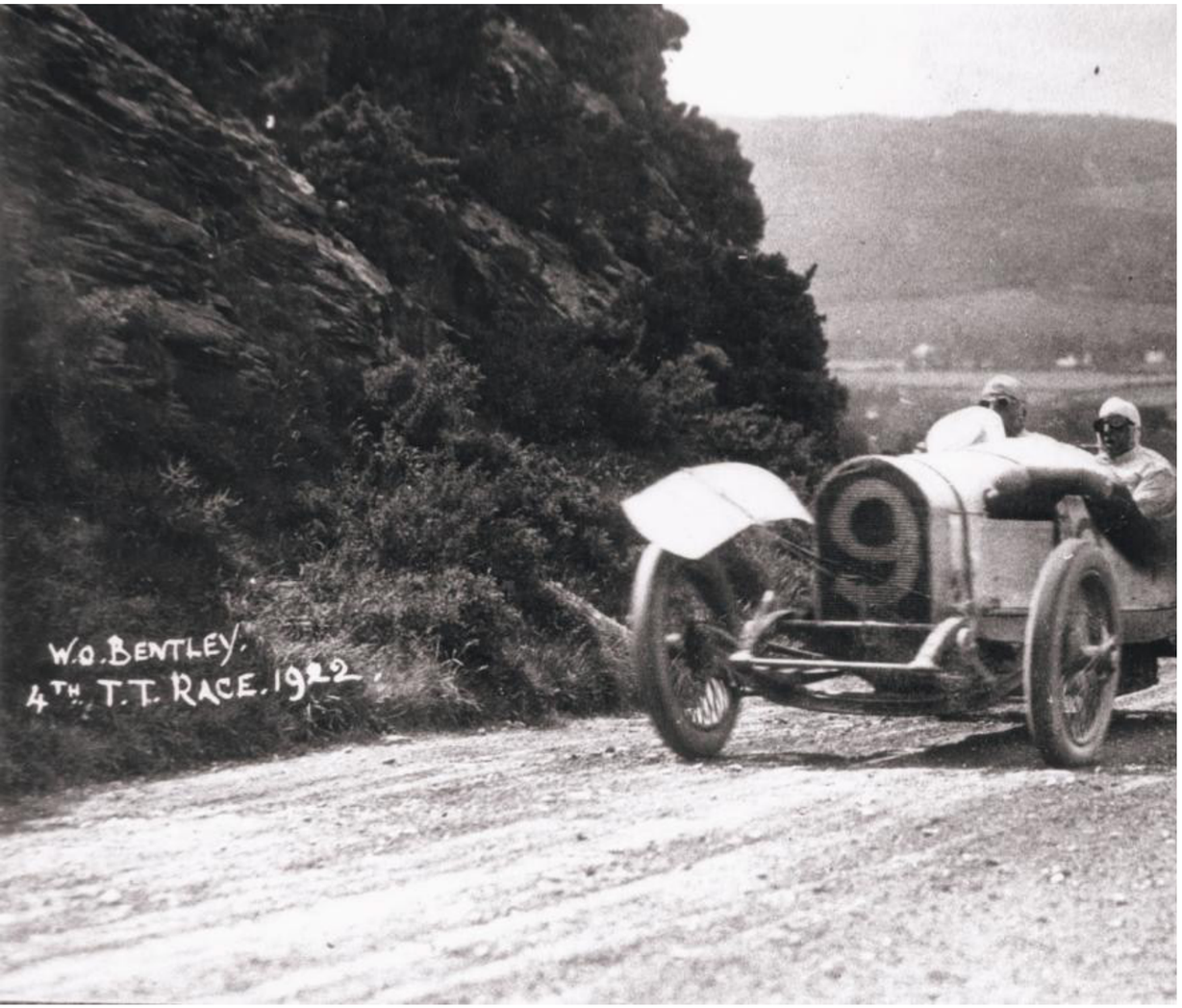
Gen Z and Millennial consumers seek brands that allow them to express who they are and what they value. Rather than signaling achievement through overt displays of wealth, they gravitate toward products and experiences that reflect personal narratives, creativity, and individuality.

This shift reframes luxury to a tool for self-expression. Vehicles, fashion, and lifestyle objects are increasingly used to construct identity and signal cultural belonging.

For Bentley, this presents an opportunity to reinterpret its heritage. The brand’s legacy of craftsmanship, individuality, and grand touring freedom naturally aligns with this new understanding of luxury. By translating these values into contemporary cultural language, Bentley can become a platform through which a new generation expresses taste, independence, and personal authorship.

Bentley Brand Essentials

Vision, Mission, Brand DNA, History, Visual Identity System, Product Offerings, Past Campaigns



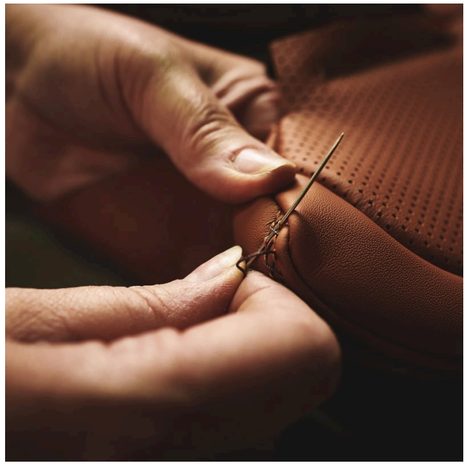
Vision

To continuously set new benchmarks in performance and luxury. Not just in this moment - but for the months, years and generations to come.

Mission

To continuously create luxurious experiences using our unrivaled craftsmanship, our relentless drive to innovate and our unsurpassed commitment to sustainability.

Brand DNA



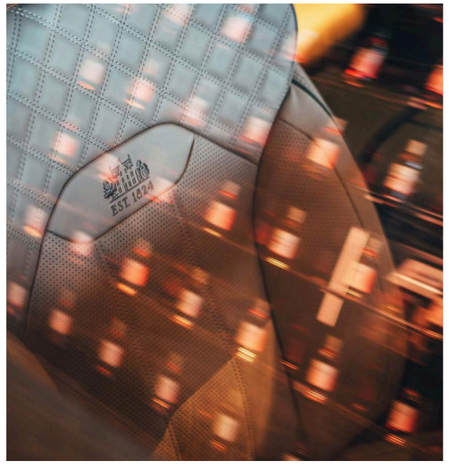
Craftsmanship & Heritage

Bentley's identity is rooted in over a century of British craftsmanship and engineering excellence. Each vehicle reflects a tradition of meticulous handcraft, where materials such as leather, wood veneer, and metal are shaped by skilled artisans. This dedication to craft connects Bentley to its racing legacy and reinforces its reputation as a brand built on authenticity, expertise, and enduring quality.



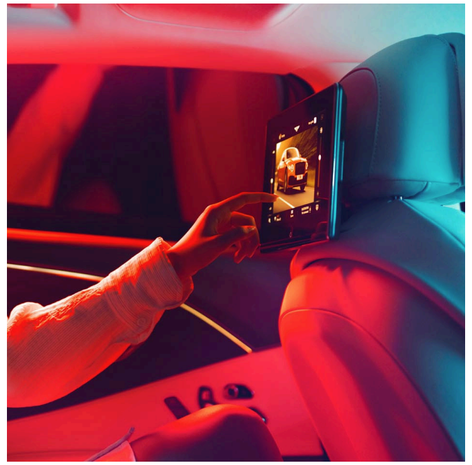
Grand Touring Performance

Bentley vehicles are designed for the philosophy of grand touring; the ability to travel long distances with both power and comfort. Performance is not defined by speed alone, but by smooth capability, precision engineering, and effortless control. This balance between performance and refinement allows Bentley to deliver an experience that is both dynamic and composed.



Timeless British Luxury

Bentley represents a distinctly British approach to luxury that values elegance, restraint, and sophistication. Rather than overt displays of status, Bentley expresses luxury through subtle design, refined materials, and attention to proportion. This timeless aesthetic allows the brand to maintain cultural prestige while remaining relevant across generations.



Personalization & Individuality

Customization is central to the Bentley ownership experience. Through Bentley's bespoke and Mulliner programs, customers can tailor materials, colors, finishes, and details to reflect their personal preferences. This ability to personalize transforms the vehicle from a product into a unique expression of the owner's identity.



Modern Sustainability

As the automotive industry evolves, Bentley is embracing a future that combines luxury with environmental responsibility. Through electrification initiatives and sustainable material innovation, the brand is reimagining how performance and craftsmanship can coexist with a lower environmental impact. This shift ensures Bentley's legacy continues responsibly into the future.

Bentley Identity Prism

Physique

Handcrafted luxury automobiles (Continental GT, Bentayga, Flying Spur)

Iconic Winged B emblem

Signature materials: diamond quilting, leather hides, wood veneers

Solid, powerful proportions with refined detailing

Personality

Confident, composed, assured

Cultured, not flashy

Self-made, not attention-seeking

Calm authority rather than loud dominance

Relationship

Bentley serves, it does not instruct

Offers control, comfort, and personal freedom

Relationship is long-term, intimate, and trust-based



Culture

British heritage and engineering excellence

Craftsmanship, precision, and time-honored skill

Respect for tradition with a controlled embrace of innovation and emerging commitment to sustainability and responsibility

Reflection

Affluent, globally mobile individual

Successful but discreet

Appreciates quality, not logos

Chooses restraint over excess

Self Image

“I’ve earned this - I don’t need validation”

“My success is personal, not performative”

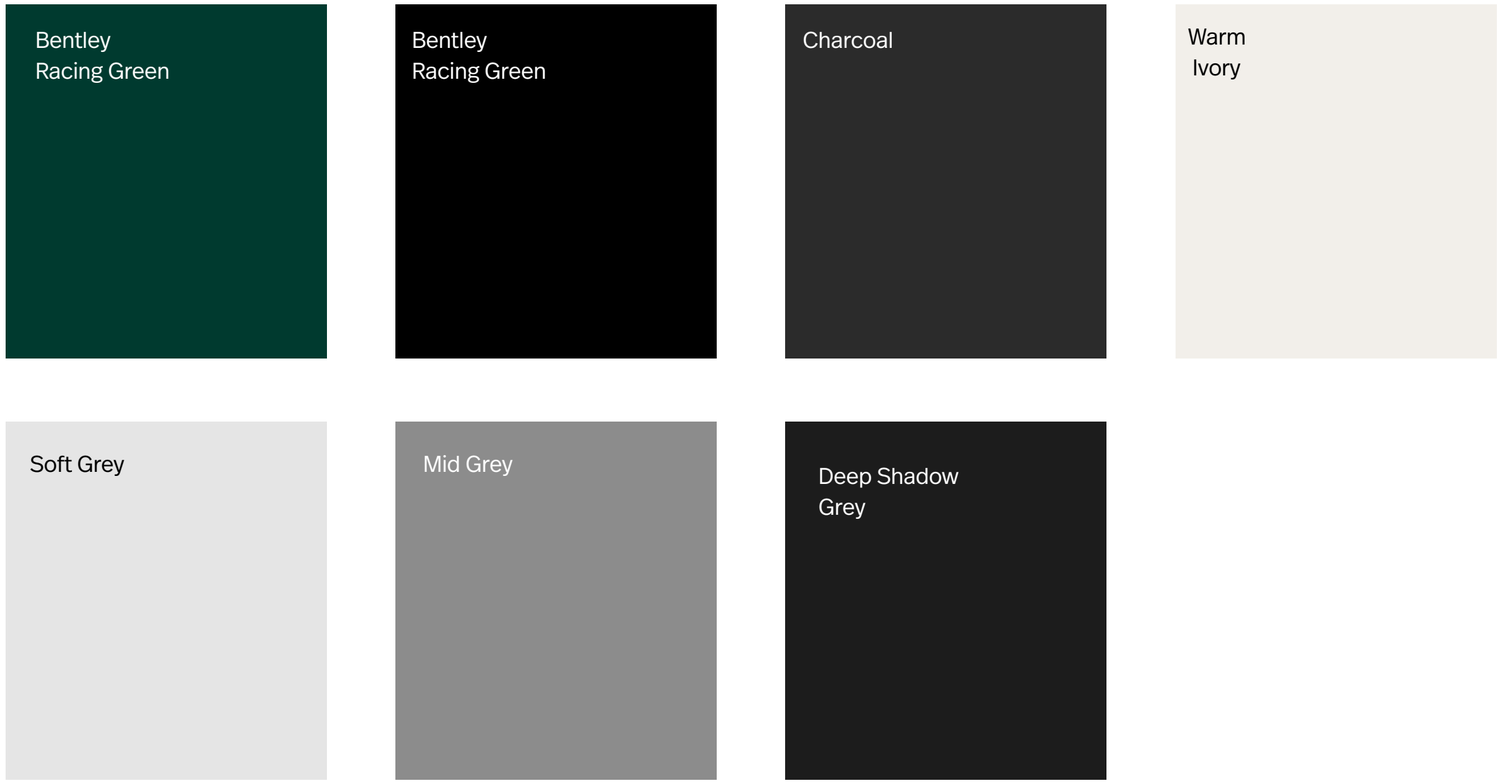
“I value comfort, control, and craftsmanship”

“Luxury should fit my life, not define it”

Brand Identity System (Typography, Color Palette, and Design Language)

Primary Typeface: Bentley Serif Secondary Typeface: Bentley Sans

Digital / UI Neutrals (Supporting)



The Bentley Evolution

1919	1921	1924–1930	1929	1931	1952	1980s–1990s
Founded by W.O. Bentley in London with the belief that “to build a fast car, a good car, the best in its class.	First production car, the Bentley 3 Litre, debuts.	Bentley dominates endurance racing, winning Le Mans 24 Hours five times, cementing performance credibility.	The iconic “Blower” Bentley becomes a symbol of power and engineering bravado.	Bentley is acquired by Rolls-Royce after financial difficulties.	Launch of the Bentley R-Type Continental, redefining the luxury grand tourer.	Revival of sporting identity with models like the Mulsanne Turbo.

The Bentley Evolution

1998	2003	2015	2020	2022	2023 – Present
Volkswagen Group acquires Bentley Motors. Major investment in design, technology and production	Launch of the Continental GT, a pivotal moment that modernizes Bentley and expands its global audience.	Introduction of the Bentayga, Bentley's first SUV, redefining luxury performance in the category.	Unveils EXP 100 GT, signaling Bentley's electric and experiential future.	Announces Beyond100 strategy: full electrification by 2030.	Hybridization across the lineup, sustainability initiatives, and repositioning toward younger, design-driven luxury consumers

Bentley Racing Culture

Event	Core Challenge	Competitive Format	Cultural Meaning
Le Mans 24 Hours	Endurance & teamwork	Multi-car, multi-driver	Legacy, collective victory
GT3 Racing	Regulated performance parity	Wheel-to-wheel racing	Professional competition
Pikes Peak Hill Climb	Environmental extremity & composure	Solo time trial	Self-challenge & engineering integrity







Bentley Boys Tour 2024













Past Campaigns

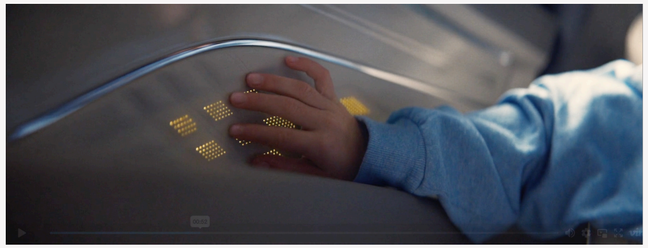
Comfort Outside Your Comfort Zone
By Keko London

- "When you believe in yourself, the world will believe in you."
- Telling the story of Nellie Bly, famously known for her record-breaking trip around the world in 72 days in 1889.

- Shows Bentley as technological, inspirational
- Elements of tactile storytelling
- Activates auditory senses or the implied sense of it.









Past Campaigns

Extraordinary Journeys
with National Geographic

- "exclusive and bespoke luxury travel experience where guests embark on a 4-5 day adventure in and around the world’s most awe-inspiring locations."

- Editorial-style storytelling for three unique locations:
  - The UK Story
  - The Scandinavia Story
  - The New Mexico Story

GOAL:
- "widen Bentley's appeal and cement the brand in the luxury travel space."
- "inspiring high net-worth travel enthusiasts to connect with the richness of local heritage, design and culture."







Bentley extended product offerings

Category	Operating Model	
Fragrances	Licensed to Lalique Group	Lalique Group corporation Cartier Parfums (e.g., Declaration range) Montblanc Fragrances Hugo Boss Parfums (licensed portions) Disney Fragrances (lifestyle scent categories)
Furniture	Licensed to Luxury Living Group	Luxury Living Group corporation Versace Home (iconic fashion-to-interior line) Dolce & Gabbana Casa (signature Italian luxury interiors) Trussardi Casa (heritage fashion interiors) Bugatti Home (ultra-luxury automotive lifestyle)



Bentley Fragrances & Crystal



LALIQUE FOR **BENTLEY** CRYSTAL EDITION

$4,800





E FOR **BENTLEY** BLUE CRYSTAL EDITION

$6,200







Bentley Home



CAMDEN table

DALSTON console

THAMES coffee tables

Remarkably regal, this emerald of the city couldn't be framed better by its surroundings, encompassed by columns of an aged dream. Moments telling you of the undeniable spirit of its legacy, elegance and purity. There's a holiness present here, you can feel it in the atmosphere and decor.





DALSTON console



THAMES coffee tables

CAMDEN table

- ***Over 50% of the units have already been reserved prior to public launch.***
- ***Luxury Living Group has furnished a unique Bentley Home interior for each of the residences.***

How can Bentley feel emotionally relevant to a younger luxury audience without “trying too hard” or chasing trends?

The ASK

Redefine Bentley as a conduit for self-expression, without losing its heritage of craftsmanship, elegance, and prestige.

Intended Audience

Affluent Gen Z and Millennial adults (ages 22-40)



PROBLEM

Bentley is perceived as a finished symbol of success, but Gen Z is not looking for a destination, they are looking for a way of becoming.
Bentley’s values of craft, time, and restraint exist in the product, but they are never transmitted before ownership.

- Bentley is using an incorrect voice to reach and influence young buyers.
- Bentley is struggling to establish a new, youthful, brand identity.
- Bentley's lacks brand recognition.
- Bentley's relevance is diminishing among Gen Z and Millennial spheres.



OPPORTUNITY

Bentley can reclaim its most culturally iconic eras and translate them into a modern self expression platform turning passive heritage into long term desirability among Gen Z and Millenials.

SUCCESS CRITERIA

Reposition Bentley for a younger audience

Shift brand perception so Gen Z and Millennial consumers begin to associate Bentley with individuality, creativity, and cultural influence rather than only traditional wealth and status.

Increase cultural visibility

Establish Bentley within contemporary cultural spaces such as art, design, fashion, and entertainment through collaborations with influential tastemakers and curated brand activations.

Drive meaningful engagement

Generate strong digital engagement across social platforms through storytelling, celebrity partnerships, and lifestyle content that invites younger audiences into the Bentley world.

Build long-term brand desirability

Strengthen Bentley’s aspirational appeal among future luxury buyers by positioning the brand as both culturally relevant and authentically connected to its heritage.

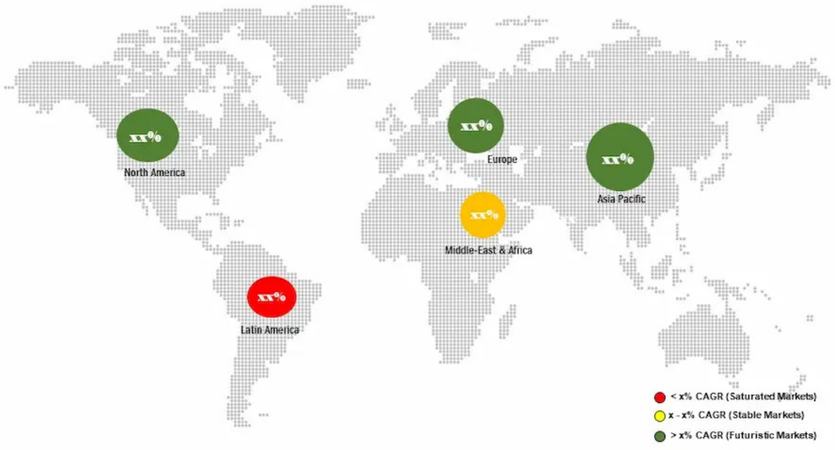


Consumer & Market Context

Industry research

The Luxury Car Market Overview





The luxury car market continues to expand steadily as rising wealth and technological innovation increase global demand for premium vehicles.

The U.S. luxury car market was valued at USD 80.0 billion in 2024 and is projected to reach USD 120.0 billion by 2034, growing at a CAGR of 4.5%.

Growth in the luxury car segment is driven by rising disposable income and increasing affluence, allowing more consumers to consider premium vehicles.

Demand for luxury vehicles is expanding as consumers seek high-performance automobiles with advanced technology, comfort, and premium design.

The luxury automotive industry is highly competitive, with brands continually investing in innovation, design, and technology to maintain market leadership.

North America holds the largest luxury car market share accounting for 32.8% of the global market due to high disposable income levels, established luxury brand presence, and consumer preference for premium vehicles. The region's strong economy, with GDP per capita exceeding USD 70,000 in the United States, supports robust luxury vehicle demand. American consumers particularly favor luxury SUVs and pickup trucks, with models like Cadillac Escalade, Lincoln Navigator, and Ford F-150 Limited commanding premium prices.

The United States leads regional demand with luxury vehicle sales reaching 2.1 million units in 2023. California, Texas, New York, and Florida represent primary markets due to high-income demographics and favorable economic conditions.

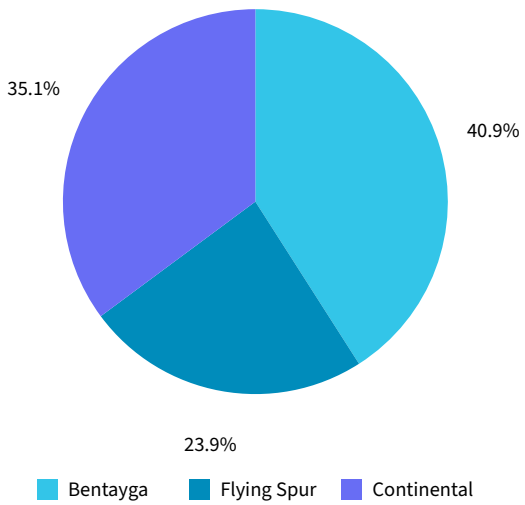
The Most popular models of Bentley in recent five years

SUVs continue to dominate sales. As Bentley's flagship SUV, the Bentayga consistently contributed over 40% of sales between 2021 and 2024, serving as the core model driving Bentley's growth.

The Continental GT range has long been emblematic of the Bentley brand, accounting for approximately 30% of sales volume between 2022 and 2024.

Although the Flying Spur holds a stable position within the luxury sedan segment, its market share remains within the 25–30% range, albeit lower than that of SUVs and GTs.

2024 Bentley car deliveries to customers by model









The new Continental GT became the bestselling model in 2025

Bentley

Bentley influenced by difficult market conditions

Production
in units

	1-9/2025	1-9/2024	Δ in %
Bentayga	2,767	3,457	–20.0
Continental GT	3,356	2,945	14.0
Flying Spur	1,770	2,148	–17.6
Total	**7,893**	**8,550**	**–7.7**
PHEV	5,343	840	X

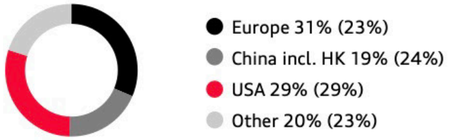
Deliveries to customers
in units

	1-9/2025	1-9/2024	Δ in %
Bentayga	2,472	3,095	–20.1
Continental GT	3,490	2,438	43.2
Flying Spur	1,274	1,847	–31.0
Total	**7,236**	**7,380**	**–2.0**
PHEV	3,830	485	X

Financial highlights
Bentley Group, in €m / in % of revenue

	1-9/2025	1-9/2024	Δ in %
Revenue	1,887	1,943	–2.9
Operating profit	115	300	–61.6
ROS	*6.1%*	*15.5%*	*–9.4 ppt.*

by region in % of total Bentley deliveries to customers



In the reporting period, Bentley **production** decreased by –7.7% to **7,893** (8,550) cars, also to optimize the stock.

Deliveries to customers amounted to **7,236** (7,380) vehicles, a decrease of –2.0% compared with 2024.

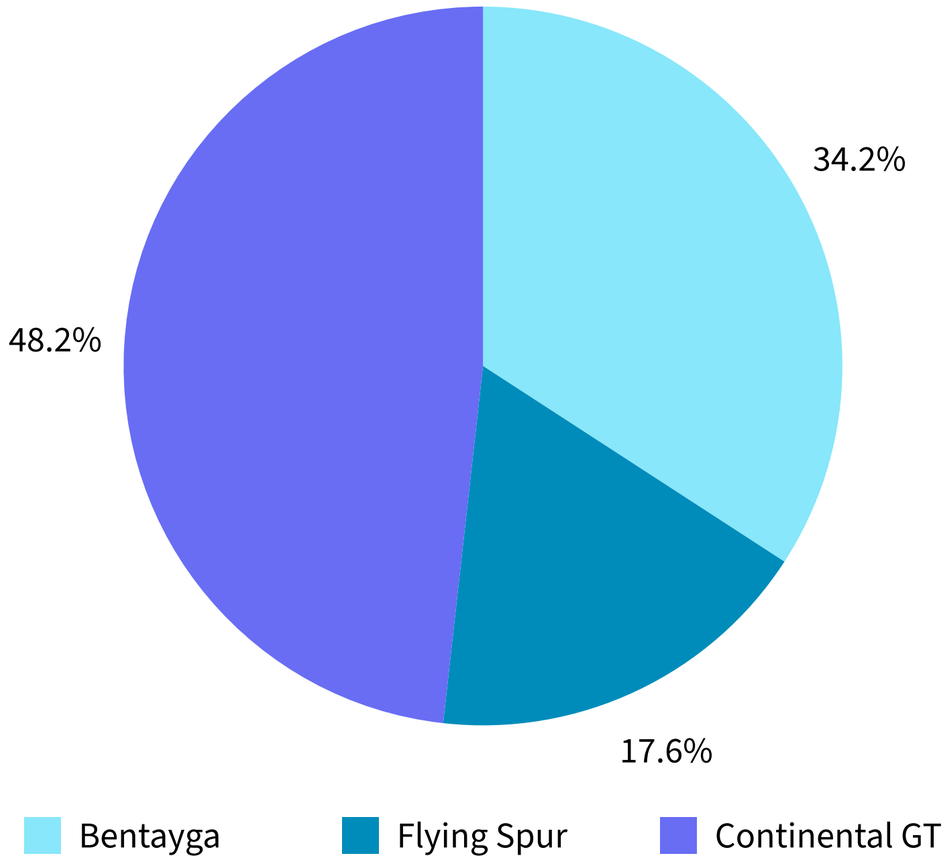
The decline was mainly driven by difficult market conditions, life cycle effects and model changeovers. The new Continental GT was the bestselling model.

Revenue reached **€1,887m** (€1,943m), influenced by lower sales volume.

Operating profit decreased significantly by –61.6% to **€115m** (€300m), mainly driven by lower volume, US tariffs as well as expenses related to the rescheduling of a D-segment electric platform.

The **operating return on sales** reached **6.1%** (15.5%).

2025 Bentley car deliveries to customers by model



Competitor Study

ROLLS-ROYCE

Positioning: The ultimate symbol of luxury and authority
Core strengths: Exceptional ride comfort and highly personalized bespoke services
Brand character: Formal, ceremonial, and heritage driven
Use scenarios: Primarily chauffeur driven rather than self driven
Key limitation: Weak association with driving pleasure and younger generations

MERCEDES-BENZ

Positioning: A technology-driven luxury brand with broad market coverage
Core strengths: Advanced engineering, digital innovation, and a wide product portfolio
Brand character: Modern, rational, and future-oriented
Use scenarios: Suitable for daily use, business, and premium lifestyle needs
Key limitation: Relatively lower exclusivity compared to ultra-luxury brands

PORSCHE

Positioning: An Italian ultra-performance brand emphasizing speed, racing heritage, and emotional driving experiences
Core strengths: Iconic racing DNA, cutting-edge engineering, and high-performance supercars that deliver thrill and exclusivity
Brand character: Bold, passionate, and aspirational. Epitome of automotive adrenaline and prestige
Use scenarios: Primarily self-driving experiences for enthusiasts; also suitable for exclusive track events and lifestyle showcases
Key challenge: High price and niche positioning limit accessibility; brand relevance among younger, non-racing Gen Z audiences may be less culturally resonant

Competitor Study

ASTON MARTIN

ASTON-MARTIN

Positioning: A British sports-luxury brand emphasizing elegance and driving emotion
Core strengths: Driver-focused performance, refined design, and strong cinematic associations
Brand character: Restrained, sophisticated, and masculine
Use scenarios: Primarily self-driven, emphasizing emotional engagement
Key limitation: Less emphasis on rear-seat comfort and everyday practicality

LAMBORGHINI

Positioning: An extreme-performance supercar brand built on visual impact
Core strengths: Aggressive design language and strong brand recognition
Brand character: Bold, rebellious, and theatrical
Use scenarios: Social display, events, and high-visibility lifestyle consumption
Key limitation: Limited comfort and practicality for everyday use

The Luxury Customer Base & their Priorities

1. **Collectors & Connoisseurs**
   a. Prioritize design, performance, and collectablility/rare value.

2. **Innovation Seekers**
   b. Prioritize design, connectivity, and sustainability.

3. **Performance Enthusiasts**
   c. Prioritize performance, design, and exclusivity.

4. **Personal-Status Buyers**
   d. Prioritize exclusivity, design, and performance.

Luxury-car buyers fall into four personas.

Personas of luxury-car buyers

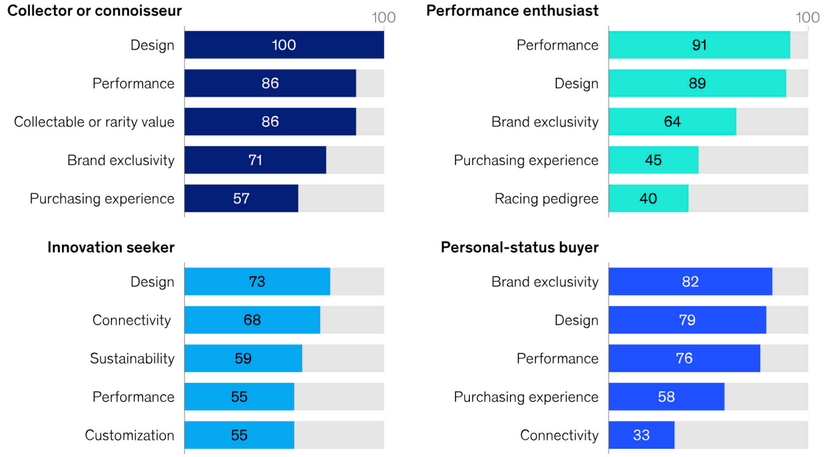
	Collector or connoisseur	Innovation seeker	Performance enthusiast	Personal-status buyer
Needs	• Beautiful vehicle worthy of space in their garage • Rarity and exclusivity • Residual value • Adequate performance	• Aesthetically pleasant and modern package with most advanced technology • Effortless experience across connected life	• Exhilarating driving experience and sound • Highest vehicle performance • Sales and service staff with deep technical skills and service experience • Engaging mechanical expertise	• Beautifully designed exterior and interior • Luxury experience that makes them feel special • Adequate performance
Motivations	• Pleasure • Building of family heritage • Economic investment • Filling of garage with unique vehicles	• Participation in cutting edge of technology • Environmental concerns • "Tech credibility"	• Entertainment • Realization of dreams and passions (often stemming from childhood) • "Track credibility"	• Self-reminder and signal to others of success they have achieved • Fitting in with elite communities
Recreation interests	• Car shows • Fine dining	• Inventive hotels and restaurants • Tech shows	• Racetracks • Upscale gyms	• Golf course communities • Luxury resorts • High-end retail stores

Source: McKinsey Luxury in Automotive Survey, 147 participants from Africa, Americas, Asia, Europe, and Middle East, 2024

McKinsey & Company

The importance of purchase criteria for luxury cars varies by buyer persona.

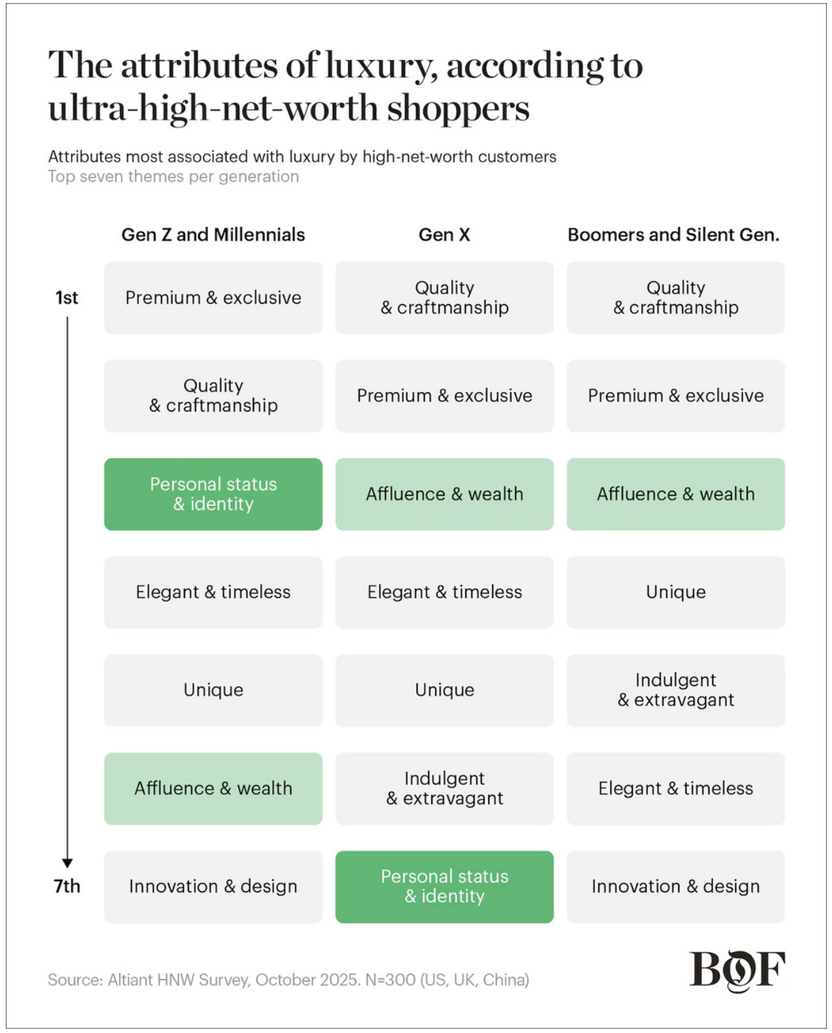
Importance of attributes for latest luxury-car purchase,[1] % of respondents (n = 147)



[1]Multiple answers allowed.
Source: McKinsey Luxury in Automotive Survey, 147 participants from Africa, Americas, Asia, Europe, and Middle East, 2024

McKinsey & Company

Understanding the Consumer



The top reported attribute that ultra-high-net-worth customers say epitomises luxury is "expertise and quality."

“Gen Z and Millennial customers cite exclusivity as a driver for increased luxury spend, 11 percentage points above the average.”

81 percent of customers under the age of 35 cite design and creativity as their primary purchase driver.

BoF Insights McKinsey & Company

Why owns a luxury car?

How does experience effect buying decisions?
Luxury buyers focus on the experience ownership might provide.
Example: Travel or attending social events

What are the main purchase motivations for luxury vehicle buyers?

85%

Personal driving enjoyment

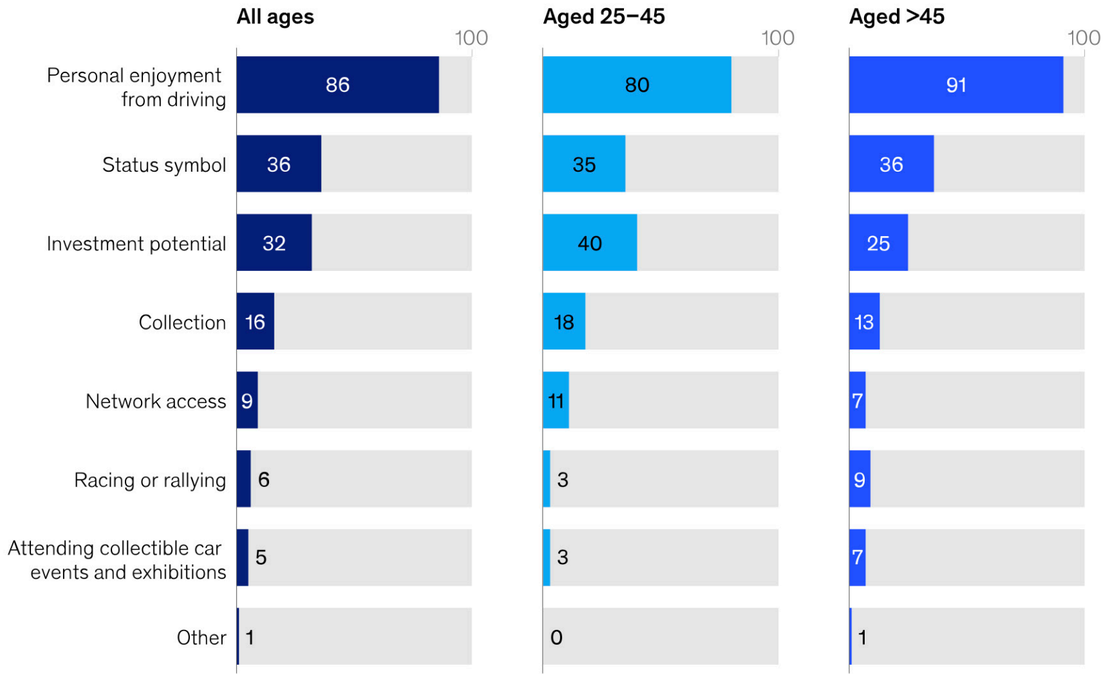
35%

Status

Buyers between 25 and 45 years of age say investment potential.

Personal enjoyment is respondents' most cited reason for owning a luxury car.

Reasons for owning luxury car, by owner age,[1] % of respondents (n = 135)



[1]Multiple answers allowed.
Source: McKinsey Luxury in Automotive Survey, 147 participants from Africa, Americas, Asia, Europe, and Middle East, 2024

McKinsey & Company

Why buyers leave?

- Only 37% of luxury vehicle buyers are loyalists likely to purchase again.

- 35% of luxury vehicle buyers consider switching brands.

    - Collectors and Connoisseurs are least likely to switch brands.

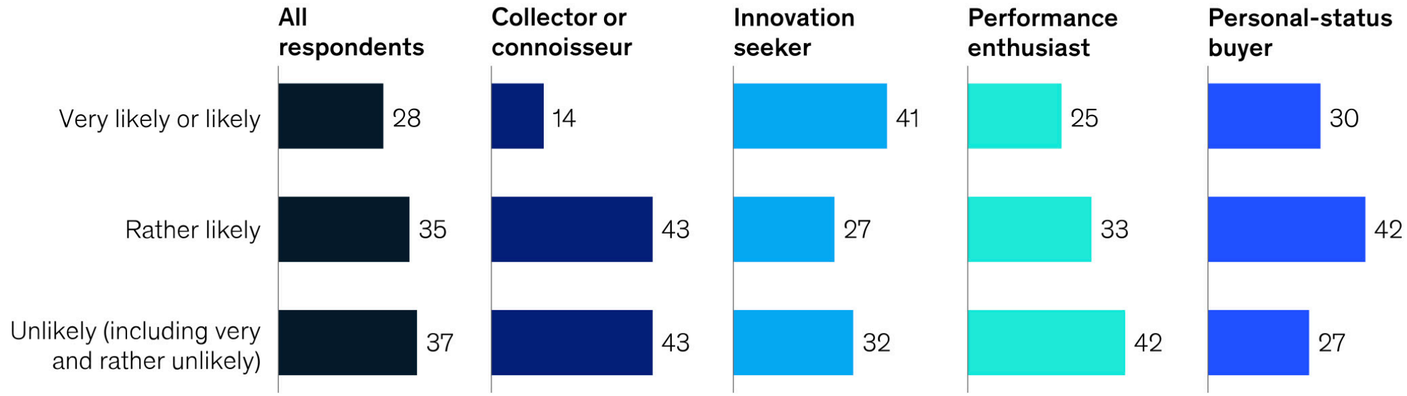
- 28% of luxury vehicle buyers are likely to switch brands.

    - Innovation seekers are most likely to investigate and switch brands.

    - Innovations seekers show willingness to switch to Chinese luxury vehicles for advancements in electrification, autonomous driving, and connectivity.

Many luxury-car buyers switch brands during subsequent purchases.

Likelihood of switching brands at next luxury-car purchase because of current experience, by buyer persona, % of respondents (n = 147)



Note: Figures may not sum to 100%, because of rounding.
Source: McKinsey Luxury in Automotive Survey, 147 participants from Africa, Americas, Asia, Europe, and Middle East, 2024

McKinsey & Company

Communication channels for luxury car buyers

1. Online Platforms - Forums, Youtube

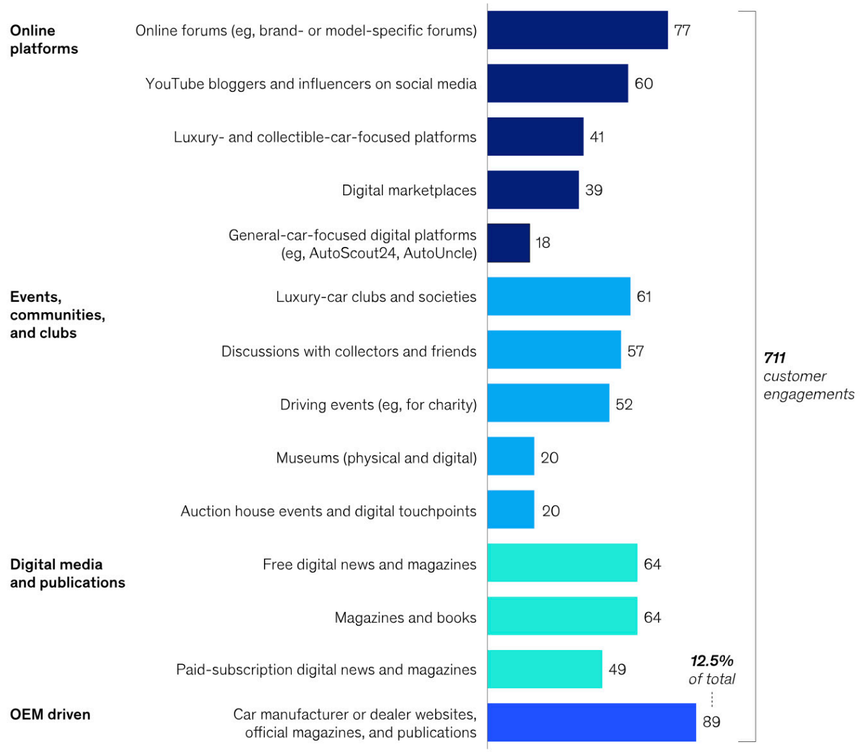
2. Events, Communities, Clubs - Driving Events

3. Digital Media - Free news and articles, paid subscription magazines

4. OEM Sources - Manufacturer websites and publications

Luxury-car buyers use a variety of channels to gather information on their next vehicle.

Information sources used by luxury-car buyers,[1] number of responses (n = 147)



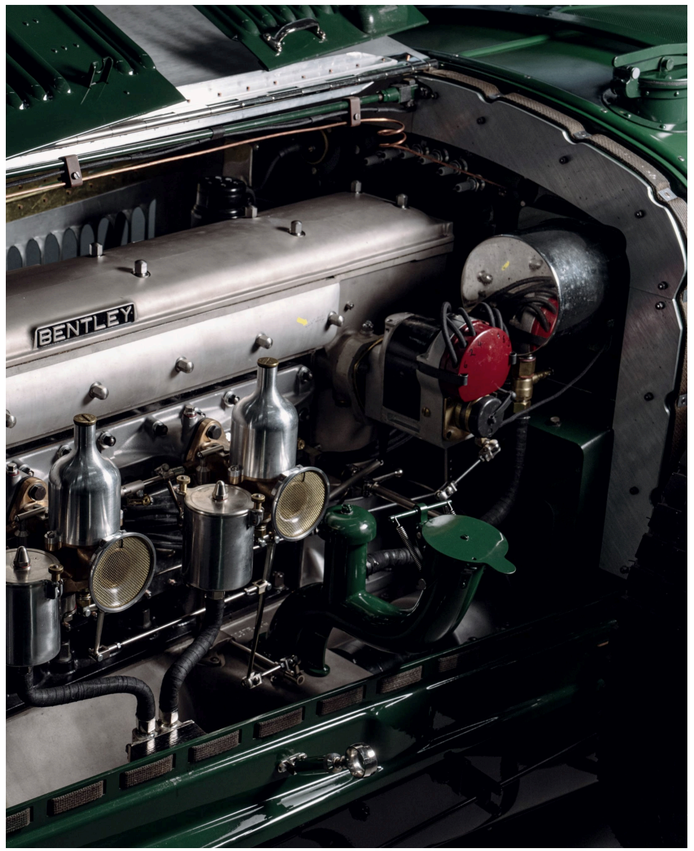
[1]Multiple answers allowed.
Source: McKinsey Luxury in Automotive Survey, 147 participants from Africa, Americas, Asia, Europe, and Middle East, 2024

McKinsey & Company

Initial Ideation

Building 3 concepts rooted in the brands' DNA and industry research

01. Bentley At It's Core



Innovative storytelling using a design-forward visual language where internal components become value signals mirroring the unique traits of drivers, not engineering.

Target Persona:
The Innovation Seeker

The Opportunity:

Translate Bentley's century-long engineering and craft into a visual language that innovation seekers instinctively understand.

Get: Innovation seeking Millennials and Gen Z.
To: See Bentley as a model for self-expression and purposeful presentation.
By: Translating methods of perfection into human-like traits of Bentley's personality that innovation seekers can recognize in themselves.

DATA POINTS

83%

of luxury car buyers value perfection."

McKinsey & Company
Luxury in Automotive Survey, 2024

Takeaway :

"Perfection" is the baseline for quality in a luxury vehicle. However, perfection alone is no longer enough to differentiate Bentley's innovative character.

28%

of luxury car buyers seeking innovation are willing to switch brands to experience it."

McKinsey & Company
Luxury in Automotive Survey, 2024

Takeaway:

Luxury car buyers find alternative brands when innovation becomes invisible. Thus, Bentley's innovative DNA must become visible and relatable for buyers to associate themselves with it.

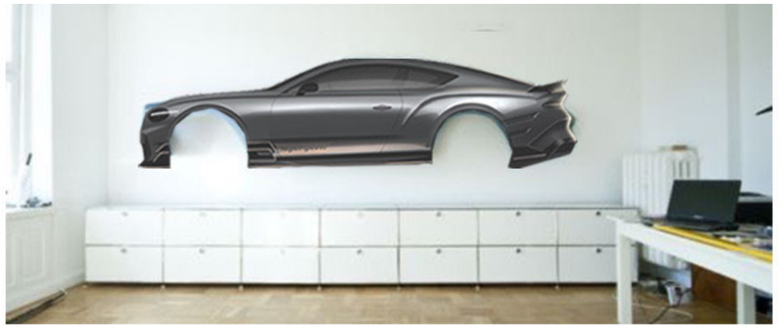
"Luxury manufacturers must monitor and curate their presence across independent channels and touchpoints."

McKinsey & Company
Luxury in Automotive Survey, 2024

Takeaway:

Innovation can not remain quiet. It must be highly curated, editorial, and innately human for innovation to be legible and relatable for buyers.

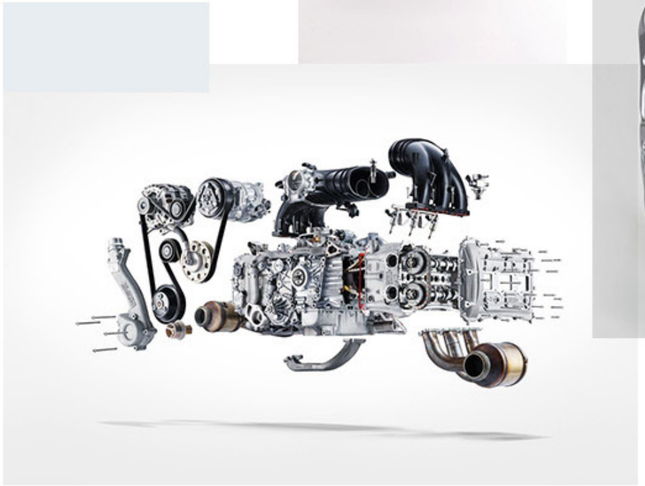
Visual Concept



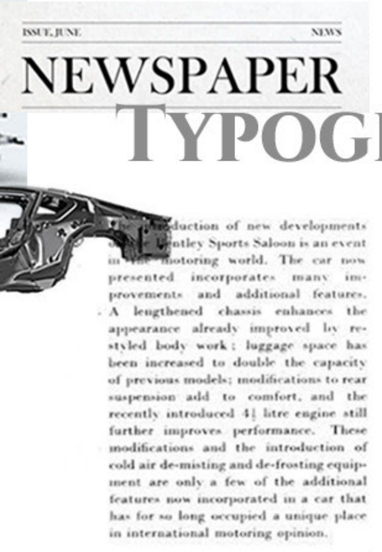












ISSUE, JUNE NEWS

NEWSPAPER

TYPOGRAPHY

...duction of new developments ...ntley Sports Saloon is an event ... motoring world. The car now presented incorporates many improvements and additional features. A lengthened chassis enhances the appearance already improved by restyled body work; luggage space has been increased to double the capacity of previous models; modifications to rear suspension add to comfort, and the recently introduced 4¼ litre engine still further improves performance. These modifications and the introduction of cold air de-misting and de-frosting equipment are only a few of the additional features now incorporated in a car that has for so long occupied a unique place in international motoring opinion.

02. The Bentley Era



This generation isn’t just revisiting the past, they’re reclaiming the Bentley Lifestyle.

Target Persona:
The Aspiring Tastemaker

The Opportunity:

Bentley can reclaim its most culturally iconic eras and translate them into a modern self-expression platform turning nostalgia from passive heritage into long-term desirability among Gen Z and Millennials.

Get: The Aspiring Tastemaker that values personal status and identity.
To: Stop seeing Bentley purely as “old-school success” and start seeing it as a modern symbol of identity + self-expression.
By: Re-imagining Bentley's iconic cultural moments to create a modern era of self expression.
Because: Bentley is meant to be relentlessly extraordinary, and the next era of “extraordinary” is personal self expression

DATA POINTS

92%

of gen z and millennials find nostalgic ads more relatable.

Quirks Media
Cultural Currency of Nostalgia, 2025

Takeaway:

Nostalgia is one of the fastest ways to make a brand feel personal, familiar, and emotionally “for me”, which increases attention, trust, and willingness to engage.

10–15%

higher willingness to pay can be driven by nostalgia cues.

Accelerant Research
Nostalgia Marketing, 2024

Takeaway:

Nostalgia can turn luxury from a purchase into a feeling, making consumers more willing to pay a premium because the product feels personally significant, not just expensive.

An Aspirational Lifestyle







what is the
everyday?





everyday
rituals



who is our
Paris Hilton?



the *new Bentley Boys & Girls*



03. Bentley, Built to Carry



Self-expression doesn’t begin when you’re seen.
It begins when you feel supported enough to move freely.

Target Persona:
The Grounded Individualist

The Opportunity:

Bentley can evolve self-expression by repositioning its most iconic symbol - the wings, as a metaphor for human support, craftsmanship, and emotional grounding.

Get: Affluent Gen Z and Millennials who value authenticity over performance
To: See Bentley as a brand that quietly supports their personal identity and freedom
By: Reframing the Bentley wings as a symbol of human support, craftsmanship, and emotional reassurance - not status
Because: True self-expression only happens when you feel grounded, understood, and supported by what carries you forward

Narrative of Bentley Logo:
Bentley’s wings have long been read as symbols of speed, freedom, and flight — emotions that rise outward and demand attention. This story moves in the opposite direction. Here, the wings are no longer about escape or display, but about presence. They become a quiet symbol of support — of staying, holding, and carrying weight without asking to be seen. Not the thrill of moving faster, but the reassurance of being held steady.
In this retelling, luxury is not loud or performative. It is sincere. It exists in care rather than spectacle, in commitment rather than performance. The wings do not promise to lift you above others; they promise to be there, consistently and without condition.

DATA POINTS

73%

of consumers say authenticity is key in purchase decisions, and 52% trust brands more if advertising is authentic.

WIFITALENTS REPORTS

Brand Authenticity Statistics

Consumers prioritize authenticity, transparency, and shared values drive brand loyalty.

Published: June 2, 2025

Takeaway :

Authenticity builds trust and trust is what carries long-term brand desire.

It is no longer a message it is the structure behind trust.

“Gen Z is one of the most charitable generations overall, often giving more and engaging more deeply in causes driven by empathy, positive change, and personal connection rather than status or patriotic loyalty to institutions like royalty or traditional authority.”

The Sun UK Edition
Milad Sherzad
Published: 26 Mar 2025

Takeaway :

Gen Z aligns with brands that stand for empathy and purpose; not inherited status or institutional prestige.



fig.113
ANONYMOUS
Lady's Glove n.d.
Former collection André Breton
Private collection

BENTLEY

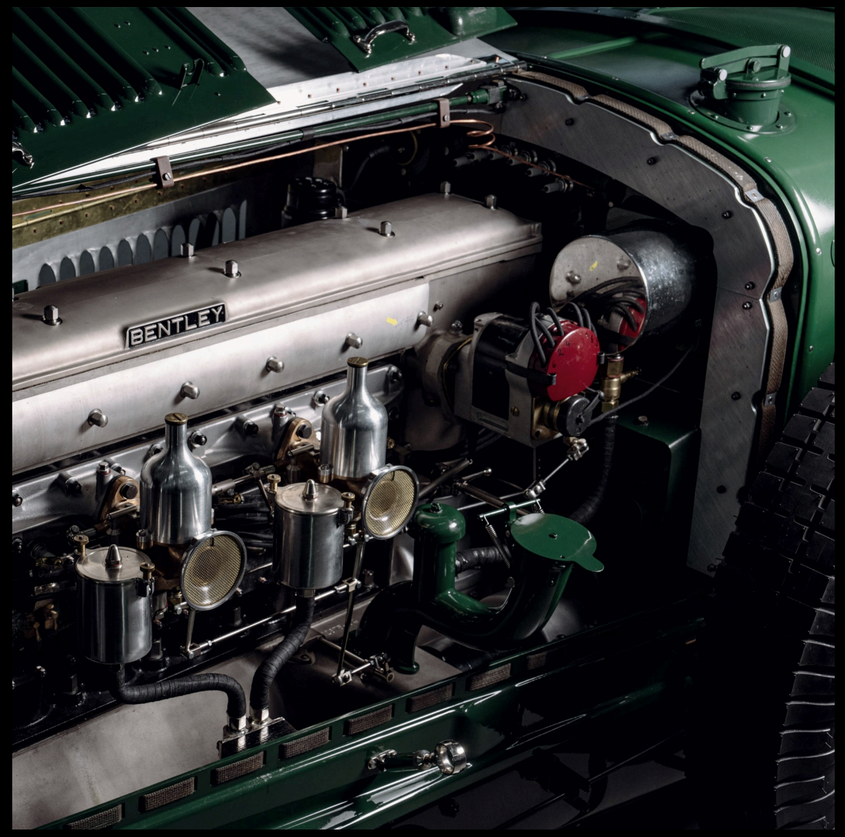












Bentley at its Core

For Innovation Seekers



The Bentley Era

For Aspiring Tastemakers



Bentley, Built to Carry

For The Grounded Individualist

THE BENTLEY ERA

Final Concept Development





Echoing the spirit of the *Bentley Boys*

Inspiring generations. Relentlessly.

The original Bentley Boys were a close-knit group of bold playboys, racers, and adventurers in the 1920s–30s

Their fearless, competitive spirit captured global attention and shaped Bentley's cultural legend

We looked back at the original Bentley Boys, not just as racers, but as cultural figures. They weren't defined only by speed; they were defined by independence, confidence, and living by their own rules.
We are echoing that same spirit, but translating it for today's cultural landscape.

OPPORTUNITY:
Bentley can reclaim its most culturally iconic eras and translate them into a modern self-expression platform turning passive heritage into long-term desirability among Gen Z and Millennials.

Heritage vs Modern Expression

1920s–early 1930s: Peak cultural fame

Bentley became a status symbol of speed + glamour because of the “Bentley Boys”

Bentley’s dominance at Le Mans drove global recognition: 5 wins in 8 years.

Early–mid 2000s: Modern mainstream luxury breakthrough

This is when Bentley moved from “legendary but niche” into a modern global luxury powerhouse, helped by Volkswagen
Group ownership.

2026 (NOW)

freedom to choose your codes
freedom to reject loud status
freedom to be multi-dimensional

Owning their creative authorship.

One of the strongest parallels between the original Bentley Boys and today’s tastemakers is creative authorship.
They weren’t following trends, they were setting their own direction. And that’s exactly how today’s cultural leaders operate.
So Bentley becomes less about performance specs, and more about personal authorship.





Unconcerned with speed independence.

Speed was never about rushing, it was about control. Today, that translates into confidence. Not needing to prove anything. Moving at your own pace, on your own terms.

Aspiring for forward momentum.

Bentley has always been future-facing.
So while the brand is rooted in history, it’s never static.
This is where The Bentley Era reinforces forward momentum;
not nostalgia for the sake of the past, but progress built on
legacy.





Moving through the world their way.

The Bentley mindset is about autonomy - how you move, how you live, how you express yourself.
Bentley becomes a symbol of self-direction, not just transportation.

What defines today’s tastemakers?

Set of values that connect heritage to contemporary culture.

Not freedom in a loud or rebellious way but freedom of choice, movement, and self-definition.
This mirrors how the original Bentley Boys lived, and how Gen Z and Millennials think today.

Freedom





Not authority in a traditional or institutional sense, but earned authority.
It's about credibility, about being respected because of taste, discipline, and consistency over time.

Authority

Taste

Taste is what ties everything together. It is cultural literacy, discernment, and restraint.
This is where Bentley positions itself not just as a luxury car brand, but as a cultural reference point.





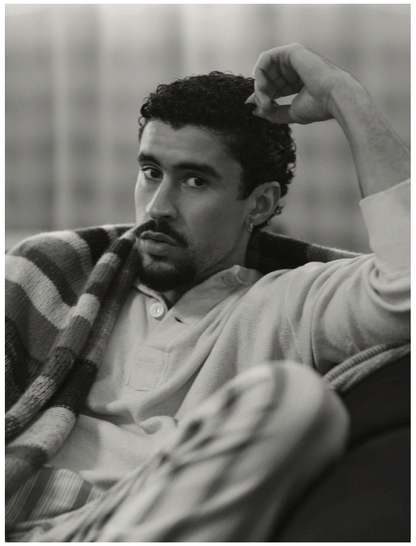
Confidence

For Bentley, confidence has always been quiet. It doesn't rely on excess or exaggeration.
And that aligns perfectly with modern luxury. Confidence that's felt, not announced.



Inspiring Generations, Relentlessly

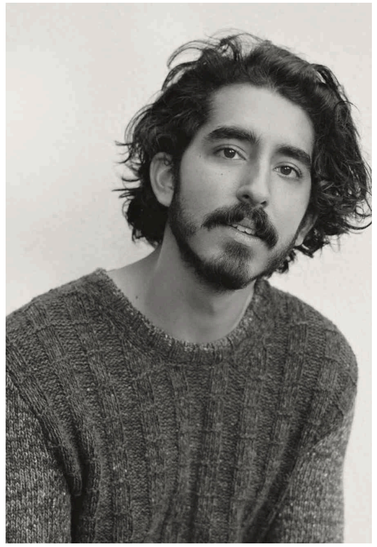
The Bentley Era is a cultural platform where Bentley reclaims its racing heritage not as history, but as attitude; and then hands that attitude to today’s tastemakers to define what the new era looks like.



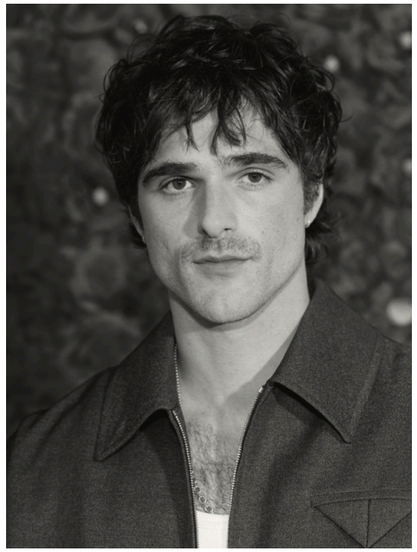
Bad Bunny



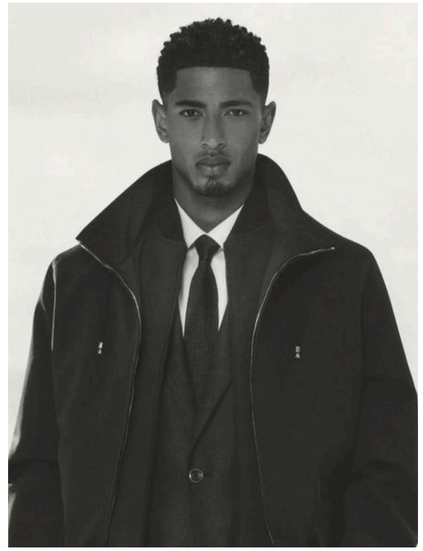
Damson Idris



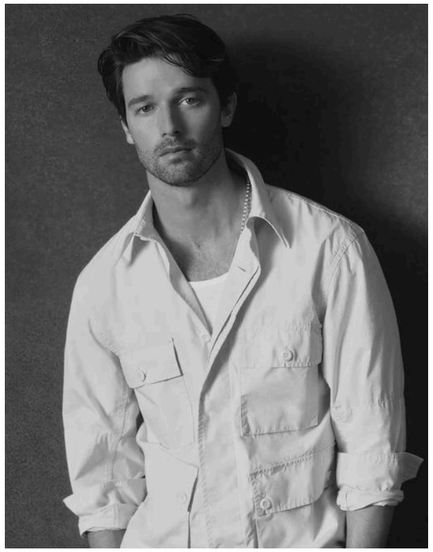
Dev Patel



Jacob Elordi



Jude Bellingham



Patrick Schwarzenegger



Musician & Cultural Icon

A global tastemaker who moves fluidly between music, fashion, and art. His fearless individuality and cultural influence represent a new generation that defines luxury through personal identity rather than traditional status.



Actor

Known for his commanding yet understated presence, Idris embodies quiet confidence and modern sophistication. His connection to racing culture and refined style aligns naturally with Bentley’s performance heritage.

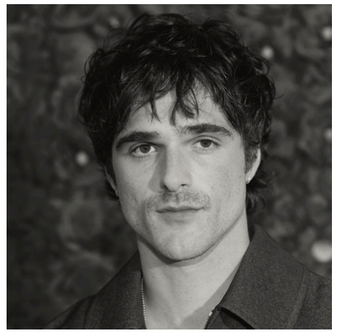


Actor & Director

Patel represents thoughtful creativity and cultural depth. His career reflects independence, artistry, and intellectual sophistication, all qualities that mirror Bentley’s emphasis on individuality and timeless refinement.

Actor

Elordi has emerged as a defining face of modern Hollywood style. His minimalist elegance and global cultural presence reflect the restrained confidence associated with contemporary luxury.



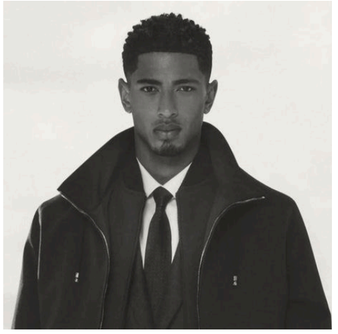
Actor & Entrepreneur

Schwarzenegger blends Hollywood legacy with entrepreneurial ambition. His lifestyle presence and understated sophistication align with Bentley’s image of refined success and contemporary luxury.



Professional Footballer

As one of the most influential athletes of his generation, Bellingham represents discipline, ambition, and global appeal. His leadership and composure reflect the performance-driven spirit that defines Bentley’s heritage.



Forward-thinking

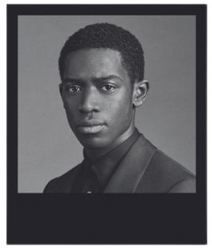
Quiet confidence

Cultural visibility

Heritage-rooted

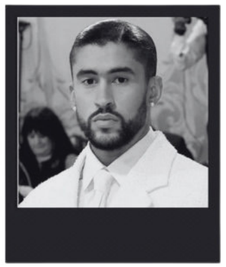














Personality Mapping

Dev Patel sits in heritage and quiet confidence. He represents timelessness, depth, and restraint - very aligned with Bentley’s craftsmanship-led identity.
Patrick Schwarzenegger is close to the center because he carries legacy through lineage, but still feels contemporary and accessible to a younger audience.
On the heritage but culturally visible side, Bad Bunny brings massive cultural influence, while still drawing heavily from nostalgia and reinterpreting heritage in a modern way.
Damson Idris sits in forward-thinking with quiet confidence. Even with his connection to racing culture, his persona is controlled and understated rather than loud.
In the forward-thinking and culturally visible space, Jacob Elordi represents fashion, youth culture, and modern visibility.
And finally, Jude Bellingham anchors the most forward-thinking and visible quadrant - a new-generation icon whose discipline, performance mindset, and global presence strongly connect back to Bentley’s racing ethos.

Together, this mapping helps us reframe the Bentley Boys not as nostalgia, but as a modern cultural spectrum which is rooted in heritage, but clearly built for the next era.







The Mood









Strategic Pillars



Nostalgia as access, not memory

Nostalgia makes brands feel personal.
It increases willingness to pay.
It drives emotional trust.
Nostalgia works not because people want the past, but because it gives them permission to belong.
Bentley's past becomes a doorway or bridge, not a museum.



Self-Expression through lifestyle codes

Self-expression is about :
How you move
What you notice
What you value
What you associate with
So, the car becomes a symbol within a larger lifestyle, not the loudest object in the room.



Bentley as a cultural editor

Through this campaign, Bentley isn't documenting culture or reacting to trends.
Its curating eras:
1920s Bentley Boys - freedom, daring, taste.
2000s pop-culture Bentley - visibility, confidence, excess.
Today - restraint, individuality, authorship
Bentley decides what an "era" means.

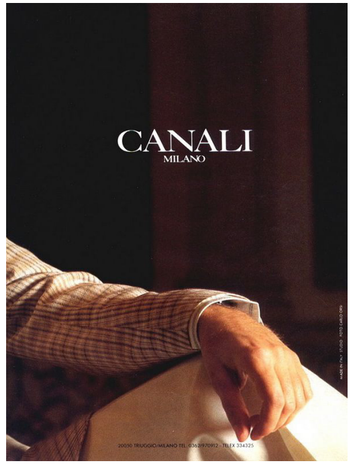
Visual Layout Inspiration | Logo















CAMPAIGN LOGO

THE
BENTLEY
Boys

BUILT BY LEGACY
SUSTAINED BY TASTE

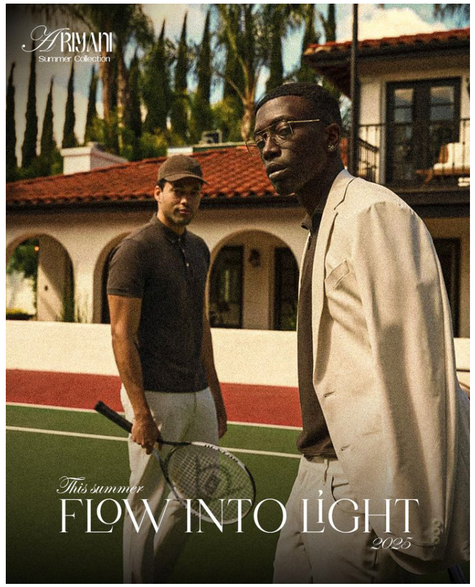
CAMPAIGN MANIFESTO

Some eras don’t end.
They evolve.
Evolution makes space for reinterpretation.
All it requires is the right attitude.

The Bentley Boys redefine self-expression.
Inspired by heritage,
authoring new journeys of individuality.

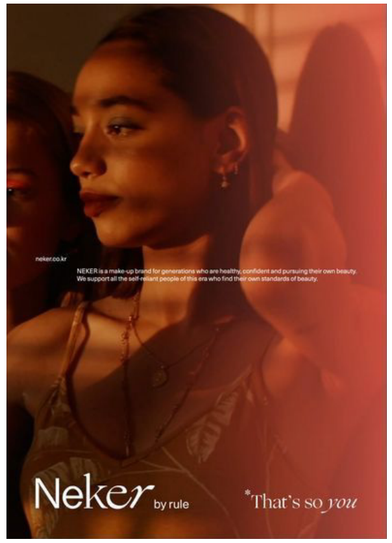
Cultural editors.
Taste makers.
Unconcerned with speed.
Moving through the world their own way.

Visual Layout Inspiration | Ad

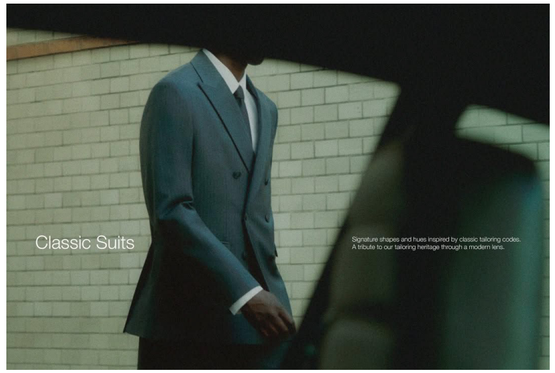


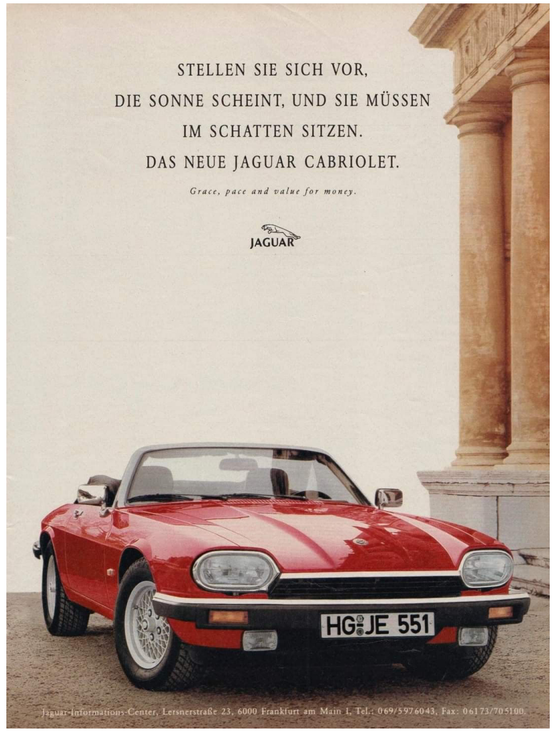


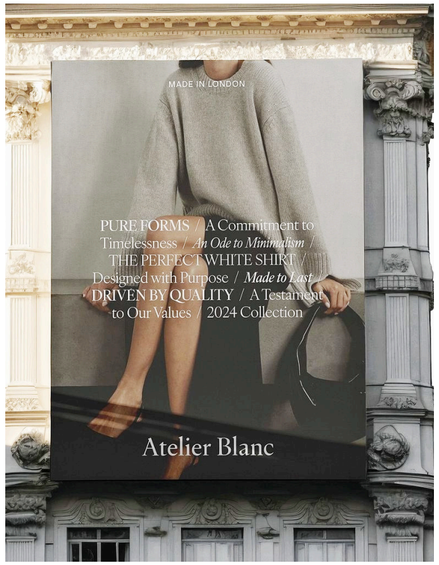


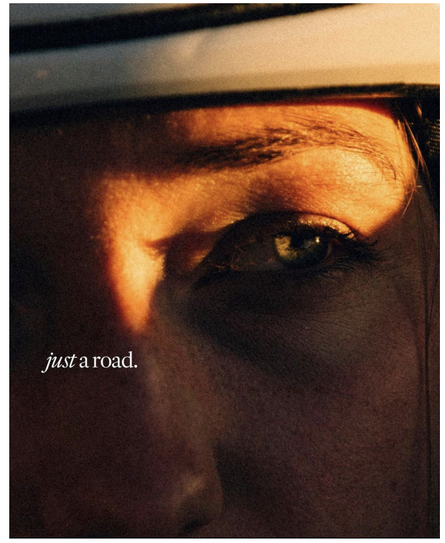










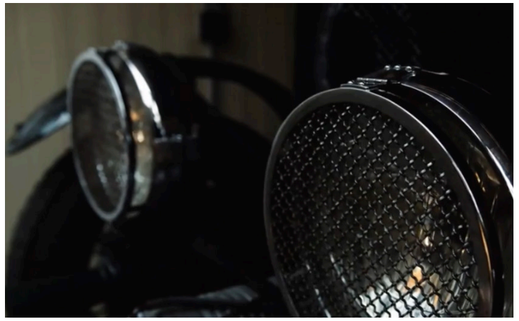


STORY BOARD IDEATION

Overlapping image placements
Quick transitions
Transition between Bentley's racing heritage and modern Bentley Boys

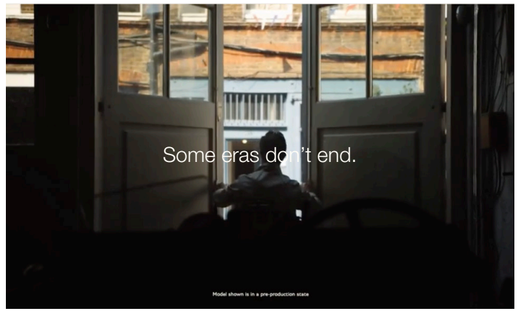


Some eras don’t end. They evolve.











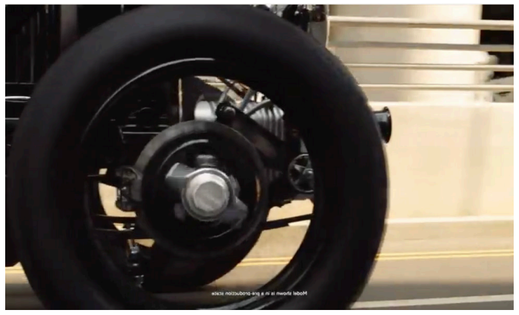




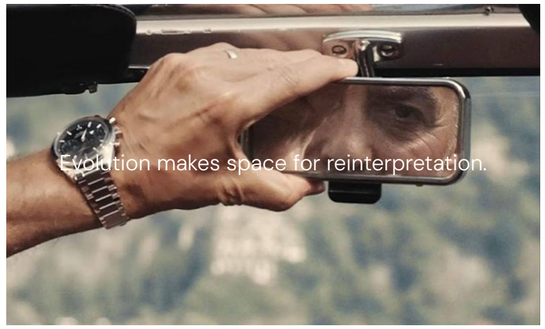






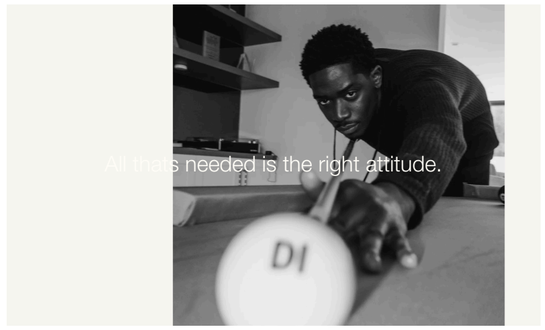



They evolve.


Evolution makes space for reinterpretation.


Evolution makes space for reinterpretation.


All thats needed is the right attitude.


All thats needed is the right attitude.


The Bentley Boys redefine self-expression.


Inspired by heritage.


Authoring new journeys of individuality.


THE
BENTLEY
Boys
BUILT BY LEGACY
SUSTAINED BY TASTE

Cultural Touchpoint Strategy

Bentley re-enters American culture not through mass exposure - but through curated access.

THE BENTLEY BOYS GRAND TOUR

EPISODE 1
Departure
New York

→

EPISODE 2
Creativity
Miami

→

EPISODE 3
Legacy
Monterey

→

EPISODE 4
The Bentley Era
Final

NEW YORK

THE BENTLEY BOYS
SUPPER CLUB

Campaign Launch
Private dinner at The Frick, NYC

MIAMI

THE BENTLEY BOYS
SALON

Exhibition
Art Basel Miami

MONTEREY

RM SOTHEBY'S
AUCTION VIEWING

Bentley car model private viewing
Monterey Car Week

PHASE 1 – Campaign Launch

The Frick Private Dinner

The Bentley Boys Supper Club

This event serves as the official launch of The Bentley Era, introducing Bentley's reinterpretation of the Bentley Boys through a curated cultural gathering of press, creatives, and tastemakers.

- Premiere of the campaign teaser film
- Introduction of the six modern Bentley Boys
- Editorial portrait photography in black and white
- Private dinner with high-net-worth creatives and cultural tastemakers
- Print placements and coverage in Vogue, GQ, Robb Report, Wallpaper, Dezeen, and 032c

Grand Tour Connection

Episode 1 – Departure
The documentary series begins as the Bentley Boys depart New York, introducing the personalities and establishing the journey across the United States.



PHASE 2 – Creative Culture Moment

Art Basel Miami
The Bentley Boys Salon

This activation places Bentley within one of the world's most influential art events, positioning the brand within contemporary creative culture and tastemaker communities.

- Gallery-style exhibition exploring creativity and authorship
- Display of a 1920s vintage Bentley alongside a modern Bentley model
- Portrait photography of the six modern Bentley Boys
- Screening of the Bentley campaign film within the exhibition
- Installation highlighting heritage craftsmanship and design

Grand Tour Connection

Episode 2 – Creativity in Motion
The episode follows Bad Bunny and Dev Patel as the Bentley Boys arrive in Miami, exploring creativity, craftsmanship, and cultural authorship.



PHASE 3 – Heritage Moment (Collector Culture)

RM Sotheby's Auction Viewing

This activation connects Bentley to collector culture and legacy, reinforcing the brand's historical significance while introducing younger audiences to its heritage.

- Private preview of a historic Bentley model from the auction
- Modern Bentley displayed alongside the vintage vehicle
- Panel discussion exploring legacy, ambition, and collectible culture
- Cultural ambassadors and select Bentley personalities attend the event

Grand Tour Connection

Episode 3 – Legacy and Craft
The episode follows Damson Idris and Patrick Schwarzenegger, documenting the journey to the auction and exploring Bentley's legacy through collector culture.



PHASE 4 – Campaign Conclusion

The Bentley Boys Grand Tour Finale

The final chapter concludes the journey and reflects on the values that define the modern Bentley Boys.

- Release of the final documentary episode
- Reflection on the journey across America
- Reinforcement of the campaign themes: individuality, creativity, and legacy
- All six personalities appear together in the final film

Grand Tour Connection

Episode 4 – The Bentley Era
The final episode ties the journey together and presents the Bentley Boys as the cultural figures shaping the next era of the brand.



Consumer Journey

AWARENESS

- Hero campaign teaser launch in New York
- Press coverage from The Frick event
- Editorial features in luxury publications
- teaser content from the Grand Tour

ENGAGEMENT

- Sotheby’s auction private viewing
- Art Basel Miami exhibition
- behind-the-scenes content from these moments

RECOGNITION

- Post the film on youtube and instagram Grand Tour documentary episodes released on social media
- portrait series of the six Bentley Boys
- social media storytelling from campaign journey

ADOPTION

- private showroom previews tied to the campaign
- exclusive client experiences following the Grand Tour

Project Timeline

Awareness

PHASE 01

Private Dinner at The Frick in New York, USA
Campaign Teaser

Early Earned Media by private dinner coverage

Featured in Highsnobiety, Outlander Magazine, EE72

OOH Ads at Bentley Showrooms

Anticipation

PHASE 02

Hero AD Campaign Launch

Campaign film released globally

Recognition

PHASE 03

Collaborative & Paid Media by leveraging The Bentley Boys Grand Tour

Featured in Outlander Magazine, EE72, TAX Magazine

Engagement

PHASE 04

Staggered Brand Activations
- RM Sotheby's Auction Viewing
- Art Basel Miami Activation

Brand Activation Media Coverage

Print Publication Digital Publication Instagram Youtube

Measurement of Success

BRAND PERCEPTION METRICS

- Increase in positive sentiment toward Bentley among Gen Z and Millennial audiences.
- Shift in brand perception from “traditional luxury” to “modern symbol of individuality”.
- Growth in brand relevance within culture, design, and lifestyle conversations.

ENGAGEMENT & CULTURAL IMPACT INDICATORS

- Social media engagement across campaign storytelling and tastemaker collaborations.
- Earned media coverage across fashion, art, and lifestyle publications.
- Participation and visibility at cultural activations and events.

KEY OUTCOME

Successful repositioning will be reflected through stronger cultural presence and increased relevance among future luxury consumers.



THE BENTLEY *Boys*

BUILT BY LEGACY
SUSTAINED BY TASTE

REPOSITIONING BENTLEY FOR THE NEXT GENERATION

Bentley's legacy has always been defined by craftsmanship, performance, and heritage. However, the next generation of luxury consumers seek more than prestige; they seek identity, creativity, and personal expression.

The Bentley Era reinterprets the spirit of the original Bentley Boys for a contemporary audience by placing the brand within the cultural spaces that shape modern taste. Through storytelling, partnerships with influential taste makers, and curated cultural activations, the campaign transforms Bentley from a symbol of established success into a platform for individuality and expression.

By bridging heritage with contemporary culture, Bentley strengthens its relevance among emerging luxury audiences and positions the brand for sustained desirability in the decades ahead.



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APPENDIX

Extended Research, Supporting Material, Additional Imagery



Gucci Family, 1970s



Gucci · La Famiglia, 2025



Yves Saint Laurent, 1982



Saint Laurent F/W 2024 Menswear

Brands that have previously used moments and aspects of their heritage and recreated them as a way to dive into their origin and pay homage to their legacy; reinterpreting it for a modern audience.



Lady Gaga as Patrizia Reggiani in House of Gucci



Gucci · La Famiglia, 2025







Spirit of challenging

BENTLEY CONTINENTAL GT
10m18.488s

10:49.902

A new production SUV record for Pikes Peak

Bentley Bentayga W12

The impetus to turbocharge Bentley’s 6.75-litre V8 engine came in the late ‘70s from CEO David Plaistow, with these words to chief engineer John Hollings: “Let’s have some fun”.

Old Film and picture of Pikes Peak Hill Climb





Climb Dance
1988 Pikes Peak Hill Climb, Ari Vatanen





2018 Bentayga Pikes Peak International Hill Climb











10:49.902

A new production SUV record for Pikes Peak

Bentley Bentayga W12









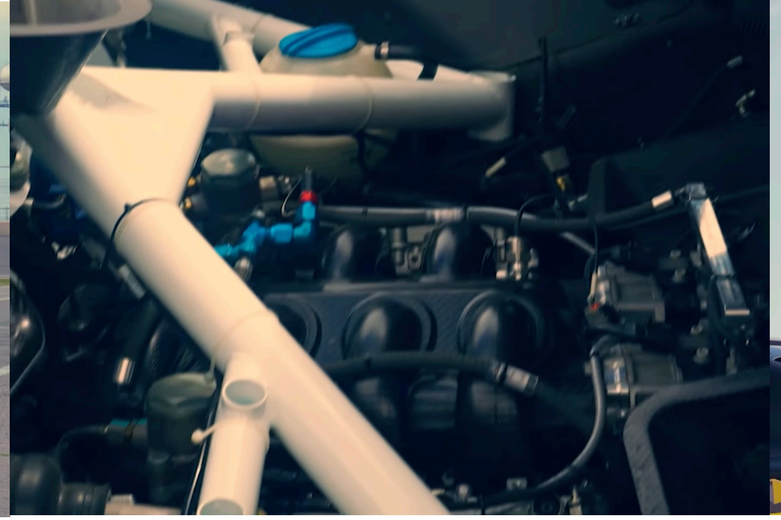


BENTLEY CONTINENTAL GT
10m18.488s

The Bentley Continental GT has reinforced its status as the finest Grand Tourer ever produced by claiming the outright record for a production car at the Pikes Peak International Hill Climb on Sunday, 30th of June, 2019 in Colorado, USA.









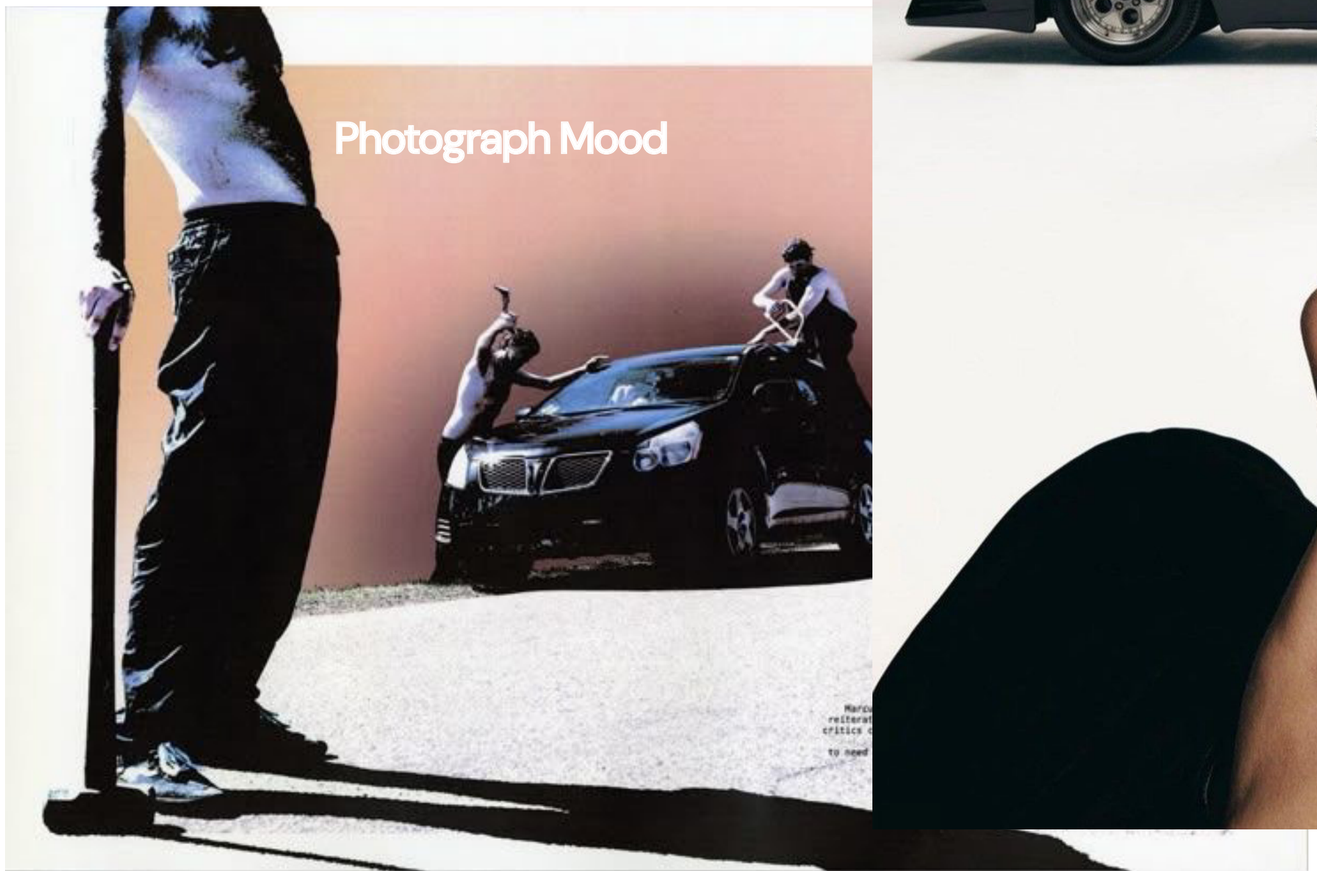
2021 Continental GT3 Pikes Peak International Hill Climb










Photograph Mood







Mood board







THE

BENTLEY *Boys*

BUILT BY LEGACY
SUSTAINED BY TASTE