

GUCCI DECONSTRUCTED

VOL. III

ASSESSMENT TASK 2

SERVICES & BUSINESS MODEL

Belongings of the datas can be found at the end of this publication.

Gucci Deconstructed

Milano: Domus Academy Final Exam of Duru Ates, 2022

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SERVICES & BUSINESS MODEL

DEDICATION

This thesis is dedicated to all my colleagues and team mates, who have inspired and fascinated me with their experiences and ideas in each and every step.

It's dedicated to Katharina, my friend, who has been an utmost support in soul, and as a professional, a teacher in values. It has been a pleasure to deconstruct ideologies and applying them to our specialisations, being in a creative environment with the blend of a dreamers vision and a realists approach, and everything being shaped through respect. What a team mate.

This thesis is also dedicated to each and every person I've interacted within this industry, being good or bad, easy or difficult, for creating this restless journey of finding the mindset I am in, as a designer.

This Masters Degree Thesis is only one of the first steps of a very long journey, but a lot of love have grown into this project, and it has been a great ending to a sea of education we were dipped in.

Thank you.

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SERVICE RESEARCH



CLIENT ADVISORS

'The Gucci Client Advisor is responsible for providing our customers with exceptional service by meeting their individual needs and expectations, as well as serving as a "Gucci Ambassador" by promoting the philosophy and values of the brand. Passion for the brand is conveyed through creating a branded, luxury client experience.'

The client advisors are highly informed individuals who are located in retail and on digital platforms who are specialised in the products of Gucci, the materials, after-care, repairs, and multiple in store and digital services.

Their role is highly important considering that they are the only interaction point between the client and their products when it comes to being in connection with the brand.

Any requirements on any products can be made to the client advisors through phone, email, online chats or in retail.

GUCCI 9

Gucci 9 is a global client service, created on 2019, a network that comprises client service centers in Florence, New York, Tokyo, Seoul, Singapore, Shanghai.

In Florence, it involves over 150 multi-lingual client advisors (serving customers of both Gucci's e-commerce and physical stores in the countries of the EMEA region).

"The mission of Gucci 9 is to offer customers around the world a direct link with our community, creating a continuous, always accessible experience" is how Marco Bizzarri defined the idea at the core of this dream.

The human approach, the investment in the latest technologies and the aesthetic look and feel of the physical store designed by Alessandro Michele, make Gucci 9 an innovative, inviting, and stylish customer service concept.



CURRENT CORRESPONDING SERVICES

CRAFTMANSHIP

PERSONALISATION

Complimentary Monogramming Service is available for the clients on the website, during individual product displays.

'With our complimentary embossing service, you can make your piece unique by adding the initials of your choice to select handbags, small leather goods, belts and luggage items.'

Gucci also allows personalisation on selected items with symbols like bee, heart with dagger and snake embroideries, that could be put on garments or accessories such as on the sleeve of a sweater or shirt.

For personalised tailoring, different silks with colorful prints are proposed as linings for tailored suits.





ALTERATIONS

Gucci owns in-house, but not in-store, tailors.

Alterations are available if the item is brought to in-store check. The originality of the item for the process, and the requirement of the original sales receipt is depended on the client advisor in-store.

23.10.2022 GALLERIA

Poplin Shirt:	Offered the service	Asked The Receipt	'Don't have the Receipt'	Can't Offer The Service
---------------	------------------------	----------------------	--------------------------------	----------------------------

25.10.2022 MONTE NAPOLEONE

Pencil Skirt:	Offered the service	Asked The Receipt	'Don't have the Receipt'	Offers The Service 'For this Time'
---------------	------------------------	----------------------	--------------------------------	--

AFTER CARE

The after-care services in Gucci are directly operated through the retail store specially through the client advisors. The verification process becomes more strict, and the presence of original receipt or verification of the item is required for the services. In house tailors do provide a trustworthy image when it comes to handing over luxury products, that people intend to build up connections with. However, the process is not monitored, neither by the client advisor nor the client, with exceptions of special requests, and directly dependent on the workmanship period. This might be working well with the upper-class clients who do intend to oversee such care periods yet considering their target market, the process really is lacking connections and interactions, while being away from the trend and help of digitalisation.





Gucci Men's Tailoring Campaign, "Life of a Rock Star"

CARE INSTRUCTIONS

Client Advisors in Gucci are intended to be highly trained about materials and the construction of the products that are being displayed/sold. This allows a smooth transition between the client and advisor, correspondingly the required information.

They instruct you on care, cleaning and preservation of your new or brought product, yet this exchange is made in speech, and they do not have immersive materials for a conceptual approach on care instructions.

The service is available free and available without prenotation within work hours.

REPAIRS

The repairing process in Gucci involves in-house tailors. The item gets checked by the client advisor first for verification, the original receipt or verification of the item is required for the service, then gets sent to the atelier for the required work and comes back in retail or in a decided address within 2 to 3 weeks. The process doesn't hold a follow-up option, yet special requests can be made to client advisers for the latest updates.

STYLING

PERSONAL SHOPPING EXPERIENCE

When a brand establishes a lifestyle, it comes to a position of giving advice to the client who wishes to be coherent with that certain lifestyle. This being expected from Gucci, we can see that their personal shopping experience is focused more on products and introductions rather than the client and their shopping taste. The session involves a client advisor, who very probably carries out Gucci's lifestyle and taste within their advice, and a tour through the retail store, with great service towards the client. However, besides, the service and gentle vocabulary within the branding of the client advisors, the brand really overcomes clients, personal taste, and the journey is intended to showcase a lot with detailed information on the products and materials, and welcome the client to the Gucci universe, with a fast pace.



DIGITAL FOOTPRINT



LIVE SESSIONS

'Gucci client advisor Valentina, dressed in a black suit, bow tie and red gloves, pulls down a GG Marmont bag from orange shelving lined with in-season accessories and deftly unclips the clasp, shows off the interior and swivels the \$2,290 leather bag onto her shoulder. Only she isn't in a store, nor is the potential client.

The luxury megabrand, in a bid to recreate its crucial in-store experience, has launched Gucci Live, a video service that lets staff communicate with shoppers on their mobiles or laptops. Valentina is working from the 2,300-square-metre client services hub, Gucci 9 in Florence, which has developed a faux luxury store with cameras and TV-style lighting for the new "remote clienteling". Gucci says it's the first of its kind in luxury.'

-Vogue Business June 2, 2020

Under some products on the brand's website, a button appears that allows you to request a video call and receive live advice on the product. As for now, the project is only available in Europe. According to a note from the brand, "it has received positive feedback already, so much so that the group does not exclude the possibility of increasing the staff dedicated to this service and extending its functionality".

GUCCI VAULT

As described on the About Gucci Vault web page;

The experimental concept space by Gucci

Created from the vision of Alessandro Michele, Vault is a place where past, present and future co-exist through the power of the imagination. Its name evokes an air of magic, denoting a pursuit of precious wonders that go beyond the confines of time and space—free-dimensional and forever in flux.

Vault is a meeting place where an impossible conversation becomes an inevitable one. Its ever-changing offering includes a careful curation of rare vintage Gucci pieces alongside exclusive capsule collections, limited-edition styles and other items from a selection of brands, all dear to the Creative Director. And as it expands in all directions to push beyond the traditional and the purely transactional, Vault also acts as an emissary of Gucci's presence within the metaverse, evolving by creating with the community. Web3-based initiatives including NFTs join the platform's virtual shelves as objects from different eras with diverse origins allow ideas to hybridize and create those perfect conditions to spark new creativity for the future.





GUCCI VAULT: NFT'S & METAVERSE

On June 23rd 2021 Gucci created a film inspired by its recent Aria collection, as a part of a newly-unveiled auction at Christie's. The sale, titled PROOF OF SOVEREIGNTY: A Curated NFT Sale by Lady PheOnix was an NFT-specific auction that featured a single work from Gucci.

Later on in 2022, Gucci made its official entry into the metaverse by buying a virtual plot of land on The Sandbox, making it the latest among major fashion brands exploring the digital space of the future. The announcement was made by Gucci on its official Twitter handle as well as its Discord group.

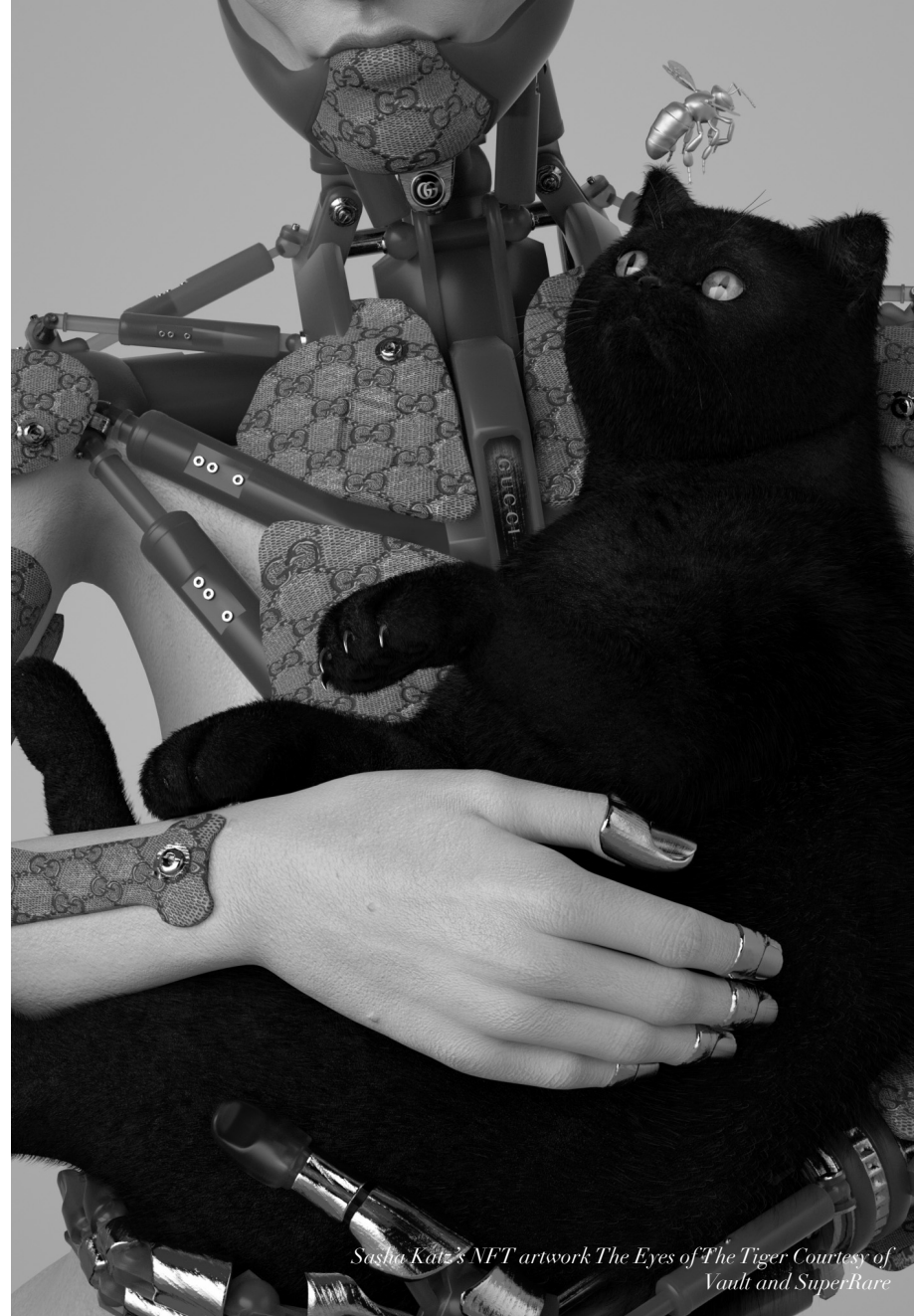
NFTS

The first NFT fashion film was co-directed by the house's creative director, Alessandro Michele, and award-winning photographer and director Flavia Sigismondi. The film expanded Gucci's Aria celebration, incorporating Michele's 2021 runway presentation in a four-minute video clip.

In 2022, Gucci opened Vault Art Space. From multi-dimensional Flora prints to GG-monogrammed bionic body parts, visitors to Gucci's online metaverse are able to purchase several digital items, all of which are priced in the Ethereum cryptocurrency.

The project is being presented and auctioned directly on Vault's website, in three sets of auctions taking place in summer 2023. (June 23–July 1; July 7–15; July 21–29).

Gucci has also teamed up with the artist, philosopher, and writer Rowynn Dumont for a series of Twitter Spaces conversations about the nature of creating, and collecting art and fashion, in the 21st century.



Sasha Katz's NFT artwork The Eyes of The Tiger Courtesy of Vault and SuperRare



SANDBOX, ROBLEX, DISCORD

Gucci was the first luxury brand to build its own space within the digital real estate platform The Sandbox, cementing its place as a first mover in the metaverse.

Envisioned by the Creative Director Alessandro Michele, the Vault represents a careful curation of rare vintage Gucci pieces, the dialogues between contemporary creators and the House, and the enthusiasm for NFT artworks, combining these different facets with the power of community.

The ultimate goal of this effort is to educate the Web3 community on Gucci's heritage via gamification.

Gucci opened the doors to its Vault to everyone—no NFT or ticket required. Users can start in the “Garden of Curiosities” and wander through a grand entrance hall where the adventure unfolds across a series of rooms, each designed around the brand's story.

VINTAGE ITEMS IN VAULT

Reconditioned by the House's artisans with the best restoration techniques, each vintage Vault item is being selected by Gucci's Creative Director and archivists for its unique characteristics. Precisely because of their exclusivity, vintage items are available only once, numbered to coincide with the year in which they appear on Vault: a detail that further emphasizes their limited availability.

New vintage items are added regularly with a limited number each year. Due to the unique nature of each item, each model will only be available once and are not be redeemable on the site.

A selection of items has been hand painted with a custom design created by Alessandro Michele: a detail that makes the models unique in their kind.



Vintage suede handbag from 1960s, Gucci Vault

MY GUCCI

SUBSCRIPTIONS & APP

The subscription gives exclusivity in limited forms being early access to collections, or exclusive content on the Gucci App's Virtual Try on and Arcade games, wallpapers and stickers and advance access to the Gucci Podcast.

The subscription doesn't register your products on Gucci. Neither does an option is included for services such as After Care or Repairs on an easier track for subscription holders. When clicked, the app leads you to the web page of Gucci, mentioning 'Contact with Client Advisors'

Nor does a service or interaction exists on digital at all for the community to be in interaction with the brand after purchase. Client Advisors are standing as the touchpoints for any further interaction that purchase online.



GUCCI APP

'The kaleidoscopic vision of Creative Director Alessandro Michele unfolds through the Gucci App, as it always presents unique ways to delve into the House's narrative. From downloadable wallpapers, Gucci Arcade games, photo filters and a virtual proof feature, as well as sections dedicated to exploring Gucci Garden and Gucci Places, the App reveals the many facets that reimagine the House's centennial legacy. The platform is completed by a personalized "My orders" section where MY GUCCI account holders can easily view and track their latest purchases, only for and until purchase and delivery.'

-Description of Gucci App on App Store

It seems to be generally aimed at bringing the brand to daily life, giving the brand to the client, with everything being about the brand and its products rather than client to brand interaction, such as MyGucci page of the app includes interactions with only ready to buy or already purchased products, and there is no registration of your Gucci product. Also considering the Arcade being individual play, the app being for individual use in each page, and the lack of reliability with the outer world except Gucci's news, the lack of community and customer centricism, is a real missed opportunity shining through like gold embroidery on Gucci mules.

THE BUSINESS MODEL OF GUCCI

High end fashion and couture brands are really good at predicting what people are going to wear in the future. However, when it comes to designing their own future business model they seem to follow trends rather than setting them. As the industry has proven to be relatively slow in shifting from their traditional brick-and-mortar boutiques to online shops.

For ages, fashion houses, like Gucci, Prada and Louis Vuitton, had been relying on their physical stores to serve their rich and famous clientele. On top of that, most luxury brands believed that e-commerce was more suitable for lower and mid-price products. It wasn't until a McKinsey research showed that 80% of luxury sales are "digitally influenced" that the fashion houses started to change their strategy. Once they realised the majority of their customers were looking for online inspiration during or after purchasing a luxury item, Gucci knew it had to step up.

EQUESTRIAN BACKGROUND

Italian brand Gucci was founded by leather craftsman Guccio Gucci in 1921 in Florence. Up until then, Guccio was renowned for his high-quality horseback riding accessories. He started designing lifestyle products after he got inspired by the wealthy upper-class guests, whilst he was working at the Savoy Hotel in London. Up until today Gucci designs are still strongly inspired by Guccio equestrian background and Italian craftsmanship, but they are rather described as eclectic, contemporary and romantic. The brand has a rich history and the reputation for serving some of world's most early-day influencers such as Jackie O., Grace Kelly and Audrey Hepburn.



Gucci Jackie 1961 Story

BUSINESS MODEL OF GUCCI (BEFORE 2015)

KEY PARTNERS	KEY ACTIVITIES	CUSTOMER RELATIONSHIPS
Kering	Design & Production Marketing & Sales	Personal
VALUE PROPOSITIONS	KEY RESOURCES	CHANNELS
Italian Craftmanship High-end Eclectic & Romantic Fashion Items	Supply Chain Brand & Customer Base	Gucci Stores Magazines
COST STRUCTURE	REVENUE STREAMS	CUSTOMER SEGMENTS
Design & Production Marketing & Sales Design Team	Sales of Garments & Accessories	Celebrities Fashionistas

by Business Models Inc.

REDESIGNING ITS LEGACY

After two turbulent decades filled with family feuds and changing creative directors, 2015 marked the beginning of a new area for Gucci. When Marco Bizzarri became CEO and Alessandro Michele joined him as Creative Director the company quickly adapted their strategy.

First of all, the new leadership focused on transforming the company culture by creating an environment that empowers employees, encourages innovation and build upon diversity and inclusion. Second, Bizzarri and Michele shared a bold vision for the company where they wanted creativity to become the priority and online presence become as important as their physical points of sale: Gucci was to become the first legacy luxury brand to behave as a "digital native".



A NEW NARRATIVE FOR
A NEW CUSTOMER SEGMENT

Therefore, Gucci started focusing on a new customer segment that was not part of their target audience before; young adolescents. They not only redesigned their apparel and accessories, but also redesigned their narrative in such a way that they were able to connect with millennials on an emotional level through different channels. The brand evolved from traditional runway shows and models into using role models and Instagram.

Following, the strategy of their parent company Kering Group, Gucci is focusing on their own channels to tell their story. By integrating their digital and instore experience, the brand was able to create an omni-channel strategy that makes their audience come back for more.

BUSINESS MODEL OF GUCCI (AFTER 2015)

KEY PARTNERS	KEY ACTIVITIES	CUSTOMER RELATIONSHIPS
Kering Group	Design & Production	Personal
Influencers	Marketing & Sales	Through Influencers
VALUE PROPOSITIONS	KEY RESOURCES	CHANNELS
Italian Craftmanship	Supply Chain	Digital Footprint
High-end Eclectic & Romantic Fashion Items	Brand & Customer Base	Online Retail
Street Style Fashion		Gucci Stores
		Magazines
COST STRUCTURE	REVENUE STREAMS	CUSTOMER SEGMENTS
Design & Production	Sales of Garments & Accessories	Celebrities
Marketing & Sales		Fashionistas
Design Team		Millenials (<35 years old)

by Business Models Inc.

PREDICTING THE FUTURE OF FASHION

Stepping away from their physical business model and embracing the digital transformation was not easy for Gucci. The successful transformation of the brand is often used as the blockbuster story in the fashion industry. Currently about 50% of Gucci's sales are coming from millennials, showcasing the success of their shift. The brand is working on an even stronger relationship with millennials so they can get them to buy into the brand image.

Therefore, the fashion house is currently implementing artificial intelligence in different parts of their business. They use it to forecast sales in their retail outlets, but more importantly it's to leverage data generated by their tech-savvy audience. By truly understanding their customers' behaviour, Gucci can predict what the future of fashion will look like.



GUCCI
DECONSTRUCTED

SWOT ANALYSIS

STRENGTHS

The brand holds strong connection with tailored products and proposes craftsmanship as a value proposition. This being supported by brand history makes the story & concept stronger as the ideology of construction is associated with the art of craftsmanship.

WEAKNESSES

The brand is highly dependent on communications throughout the last years. 'Hype' plays as grand factor in presentations & design, which collected a certain market together, who lacks introduction to craftsmanship as a lifestyle. After care and repair services have been locked in one touch point being the client advisers, correspondingly in bigger organisational level a separate unit shall be formed, with specialisation on aftercare/repairmanship & craftsmanship, and this unit must be later on integrated in different forms to varied channels/ touchpoints. Besides the impact in market, 'Hype' also comes from Gucci's constant and extensive presentations, which requires expensive and disposable production each time when wished. It is a common action for Gucci to participate in and organise multiple events through the year for promotion, which highly contrasts with the slow sustainable approach we desperately need at the current conditions.
[Last update Oct. 2022]

OPPORTUNITIES

101 years of the brand history really creates a trustworthy brand image. In the peak of slow movement and degrowth being trends in sustainable business approaches, Gucci, also with the innovative minds they are in, could fill a gap in the luxury industry, and create an-example-of a sustainable footprint, within a well tailored story/branding presented in communications.

THREATS

Gucci is an established brand that has been in the industry for over 100 years. Just as this is an advantage for us, they are multiple other brands in the industry who could collect their archives and take action on them within a sustainable approach; such as creating communities of old product owners, communicating with the users and expand the archive, creating platforms for after care & repairing services, rather than as Gucci does now with the Vintage Items on Vault, creating a profitable market space, and adding them in as a story.



TARGET MARKET (SPECIFIED FOR RETAIL)

ON DIGITAL

Digitally, we aim at collecting a community of product owners, from any age, gender or nation, who could contribute to Gucci's archive with their products that were landed to them through families, or that they have put their hands onto through auctions, markets or anywhere, that commercially and digitally we could not follow, without the contribution of the owner. We would like to create a community under the brand name to give the caring image when it comes to our own products, paying respect for their existence and award for the ownership.

IN PHYSICAL

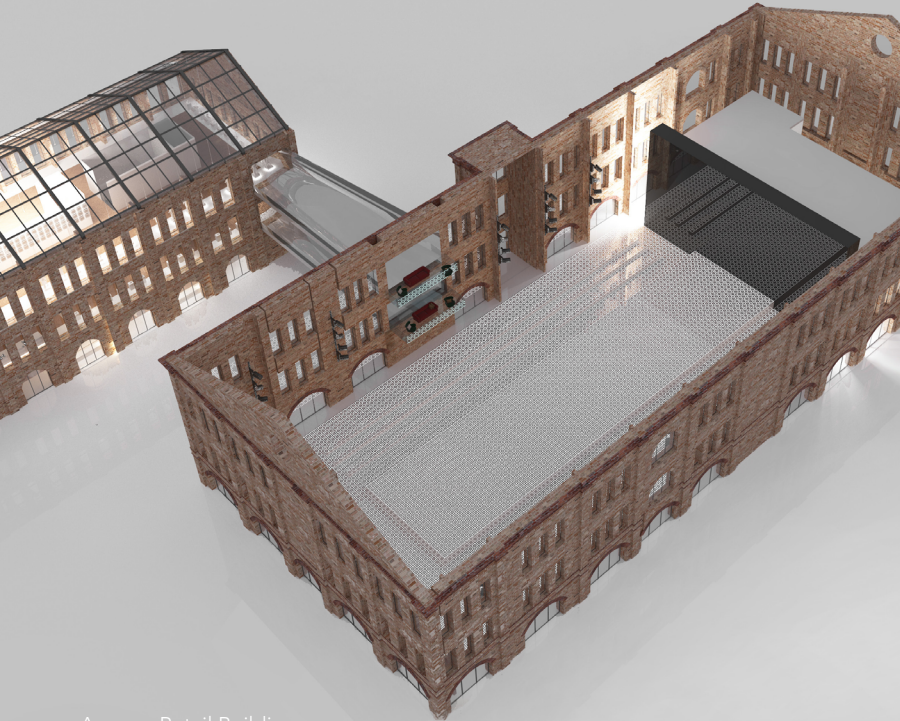
Physically we set our target market as fashionistas and product owners who enjoy quality design, created with the art of craftsmanship, and utmost attention to detail. None of the assets nor the services within the concept are accessible to public in the form of an attraction, and mostly being paid activities, except what is on digital platforms, so the element of design stays in an exclusive level.

**BUSINESS MODEL
OF GUCCI DECONSTRUCTION**

GUCCI DECONSTRUCTED ELEMENTS

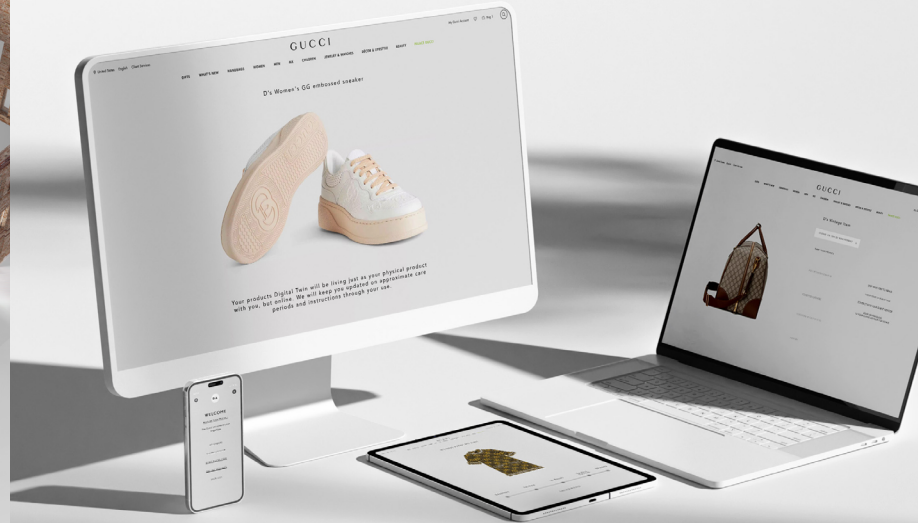
A

B



- A Retail Building
- B Event Space
- C Digital Footprint

C



BUSINESS MODEL OF GUCCI DECONSTRUCTION
(RETAIL-EVENT SPACE-ONLINE REGISTRATION)

KEY PARTNERS Kering Group Gucci	KEY ACTIVITIES Design & Production Sales Customer Support Space Lending	CHANNELS Digital Footprint In Store Retail	CUSTOMER RELATIONSHIPS Automated Services Personal Assistance Communities Co-Creation	CUSTOMER SEGMENTS Online Product Owners (of all ages) Physical Niche Market Experiential Companies
VALUE PROPOSITIONS Italian Craftmanship High-end Fashion Items Personalised Design Craftmanship Services Styling Services Phygital Design Experience After Care Services		KEY RESOURCES Supply Chain Brand & Customer Base Brand History Intellectual Resources Data	COST STRUCTURE Design & Production Marketing & Sales Design Team Craftsmen Data Analysis	REVENUE STREAMS Sales of Garments & Accessories Personalised Services Lending of Phygital Space Subscription Data Collection

RETAIL SERVICES



PRIVATE STYLING SESSIONS

Private styling sessions are meant for those perfect nights that you are going out, and a knowledgeable hand is always a use for styling. Gucci offers the established brand lifestyle being the director of a well coordinated, and always personalised, look.

BESPOKE TAILORING WITH LASER DETECTION

Within retail is placed laser room that is created to take pinpoint measurements of the body, provide the best experience, either in altering or making designs for the client. Bespoke tailoring in Gucci means a fabric will be cut, sewed and made just for you from scratch, with your choice of materials and shapes already provided by Gucci, and we will be there all along the way for being a help, to bring your vision to reality.





MADE TO MEASURE

Certain designs can be chosen to be Made-To-Measure, and the service is created to make sure every outfit fits to it's owner, and every client is given the right product.

IN RETAIL ALTERING SERVICES

In-retail altering services are a fast solution to a grand problem of trust when it comes to handling luxury products for altering. In store tailors are going to be handling your products, if wished whenever, or within a short period of time while you are relaxing in the lounge area of Gucci home.





DESIGN SESSIONS

Gucci becomes hand to hand with the client and allows an open door in design, for a collaboration of two, the brands vision and clients taste. From shapes to materials anything and everything is there for you, proving that the brand is a design language and a lifestyle, rather than hype and a logo.

PRIVATE WARDROBE STYLING

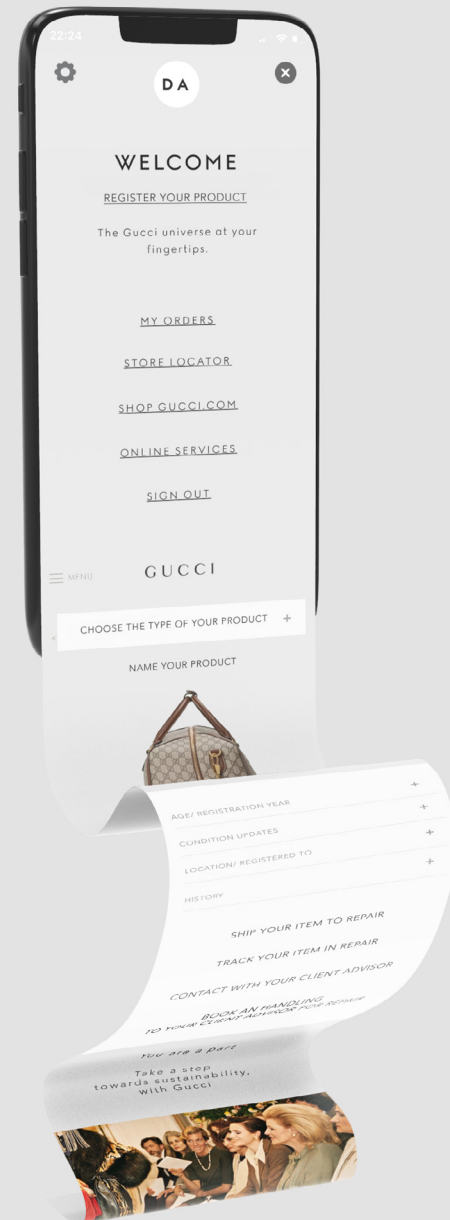
Within the styling area we hold a great experience that will recreate a fashionable wardrobe with passion for craftsmanship. The service can be reserved through Gucci's website. An in-house stylist and designer will be assigned in order to spend time and get to know the client and create a wardrobe of multiple looks, designed, altered or tailor made, that is wished for a certain occasion or for daily use. The craftsmanship lab upstairs provides instant altering in service, making sure that the client leaves the store with, if wished personalised, tailor-touched products.

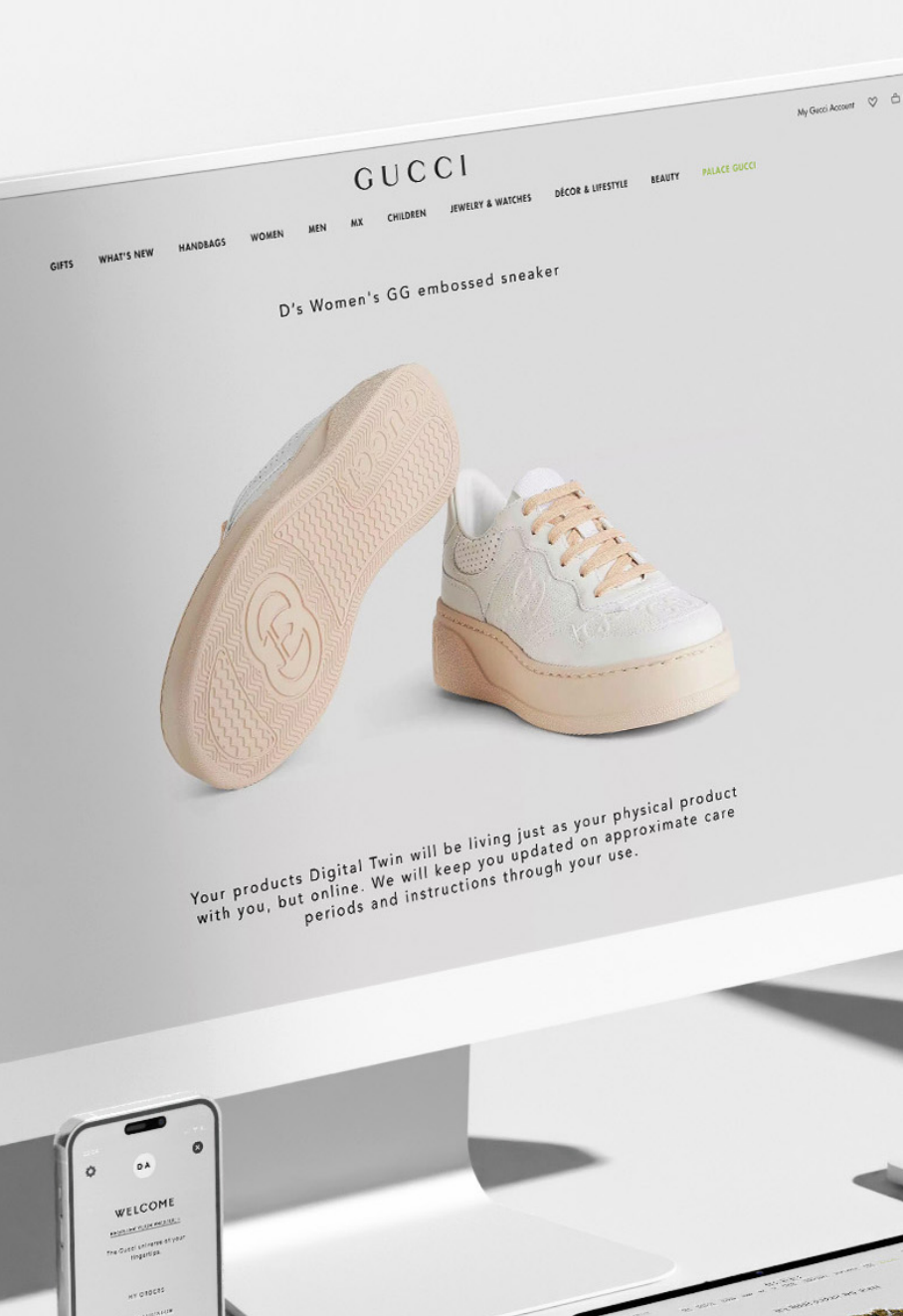


ONLINE SERVICES

REGISTRATION TO MY GUCCI WITH YOUR ITEM

My Gucci currently serves as an exclusive subscription, which allows access to exclusive assets. To expand this concept and allow more digital services within. We would like to register and be in contact with Gucci items that are all around the globe on [gucci.com](https://www.gucci.com), that could be new, vintage or lost receipt items, that will go through a verification process either through receipt number, in retail check or online application. After the verification, and upload of the information on the product, a digital twin will be created to keep on track with the products life condition and create data to analyse while being in contact with the client about the newest updates and maybe needed repairmanship or care services. There are multiple services available about repairing and after-care through My Gucci, which can be explored below.





DIGITAL TWINS

A digital twin is a virtual representation of a real-world physical system or product that serves as the indistinguishable digital counterpart of it for practical purposes, such as system simulation, integration, testing, monitoring, and maintenance.

We aim to do exactly that, and use technology to be in further contact with the client, being updated and taking care of the product, while they are using it in their daily lives with passion and comfort.

GUCCI DECONSTRUCTED DIGITAL
USER JOURNEY & FRAMEWORK

1	2	3	4	5	6
ITEMS	REGISTRATION	VERIFICATION	ONLINE SERVICES	DATA COLLECTION	DATA ANALYSIS
New Items	Material Condition	Through Receipt Number	On Repairmanship	Of User Behavior	For Material Research & Development
Pre Bought & Lost Receipt	Tailorship Quality	Through Online Application	Consulting	Material Life Cycle	Client Redirection : Csr (On Longer Product Lifecycles)
Vintage Items		Through In Retail Client Advisor Check	Digital Twin	Global Locations and Variations of Products	Digital Users' Products Archive



SHIP YOUR PRODUCT TO REPAIR

Repairs can be hard when it comes to luxury products, and when a brand is in an established position, it holds the power to ease interactions for a rapid achievement towards the service. The service being repairing services, could you make sure to be there for the client when it is not required without creating complications. For this, after

TRACK YOUR PRODUCT IN REPAIR

When your product arrives to lab, we will make sure to notify you through our app or a wished channel, and provides a number for tracking the updates on your product within the lab, the timeline of this tracking ends when, the product is given to shipment to be sent back to the client.



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