

GUCCI

GUCCI

PROJECT 1- LUXURY BRAND AUDIT- PART 1

LXMT 760

Xi JIANG

PROF. CARIN WIGHTMAN

PROJECT OVERVIEW



-
Evaluate Gucci's ethical leadership and sustainability strategy.

-
Identify a key challenge aligned with the brand's mission and values.

-
Propose a research plan and strategic recommendations for C-suite executives.

-
Gucci was selected for its balance between luxury heritage and innovation in sustainability (Kering "Sustainability Strategy and Initiatives").

TIMELINE

1921

Founded in Florence, Italy by Guccio Gucci, specializing in fine leather goods and luggage.

1930s–1940s

Introduced bamboo-handle bags and horsebit loafers, establishing iconic symbols of craftsmanship.

1950s–1960s

Expanded internationally; the green-red-green stripe became a hallmark of the brand.

1980s

Experienced family disputes and over-licensing, leading to brand dilution.

1994

Tom Ford appointed Creative Director, revitalizing Gucci with provocative and modern glamour.

2004–2014

Ford and CEO Domenico De Sole departed; new leadership began under Frida Giannini (2006–2014).

2015

Alessandro Michele redefined Gucci with eclectic, gender-fluid aesthetics and bold maximalism.

2018

Launched Gucci Equilibrium, a platform promoting sustainability and social impact.

2022

Michele exited; Gucci entered a new creative transition phase.

2023

Sabato De Sarno appointed Creative Director, introducing a “Quiet Luxury” vision with the debut of Ancora in 2024.

2025

Demna (from Balenciaga) named new Creative Director

ABOUT GUCCI

Mission:

“To define modern luxury with creativity, innovation, and responsibility.” (Gucci Official Site)

Vision & Values:

Creativity · Inclusivity · Craftsmanship · Sustainability

Core Competencies:

Heritage craftsmanship, digital innovation, and sustainability integration through Gucci Equilibrium.



GUCCI BRAND IDENTITY PRISM



Personality

Creative, bold,
inclusive.

Physique

Iconic GG monogram,
maximalist aesthetic.

Culture

Italian craft meets
modern ethics.

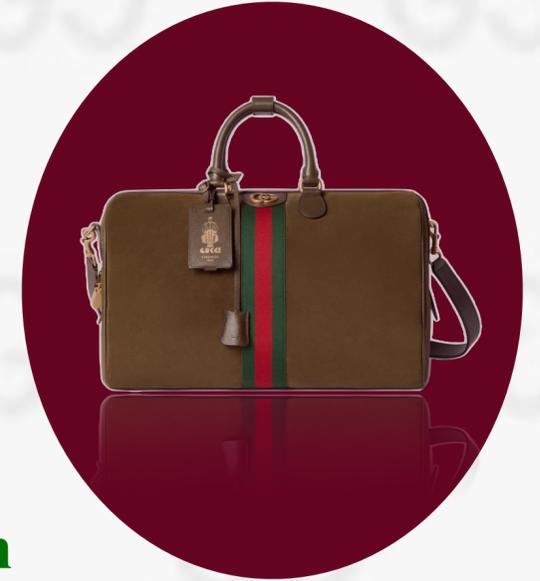


Relationship

Emotional dialogue
with consumers.

Reflection

Self-expressive,
fashion-forward
individual.



Self-Image

Confident, conscious,
and distinctive.



ETHICAL LEADERSHIP IN ACTION

-
CEO Marco Bizzarri launched Gucci Equilibrium in 2018 to unify environmental and social initiatives under one vision of “balancing profit with purpose” (“About Gucci Equilibrium”).

-
He stated, “Sustainability is a moral obligation, not a marketing tool,” illustrating Bill George’s Authentic Leadership model, where leaders act from values and purpose (George 15).

-
Under his direction, Gucci became an industry model—achieving carbon neutrality, advancing gender equality through Chime for Change, and joining The Fashion Pact.

-
Creative Director Sabato De Sarno continues this ethical trajectory through sustainable design and inclusive storytelling.



Gucci Equilibrium – People, Planet & Purpose

Gucci’s sustainability is embedded in Kering’s EP&L (Environmental Profit & Loss) model, which measures CO₂, water, waste, and land use across the supply chain.

The brand has achieved 95% renewable energy by 2023 and aims for 100% traceable leather by 2025, using EP&L data to monitor progress.

Through the Gucci Equilibrium platform, the brand shares its environmental metrics and initiatives publicly, reinforcing leadership transparency.

Gucci has reduced its greenhouse gas emissions by 46% since 2015, aligning with Kering’s science-based goal to reach net-zero by 2050 (SBTi).

Banned the use of animal fur since 2018 and adopted only traceable, certified leather and alternative materials aligned with Kering’s sustainable sourcing policy.

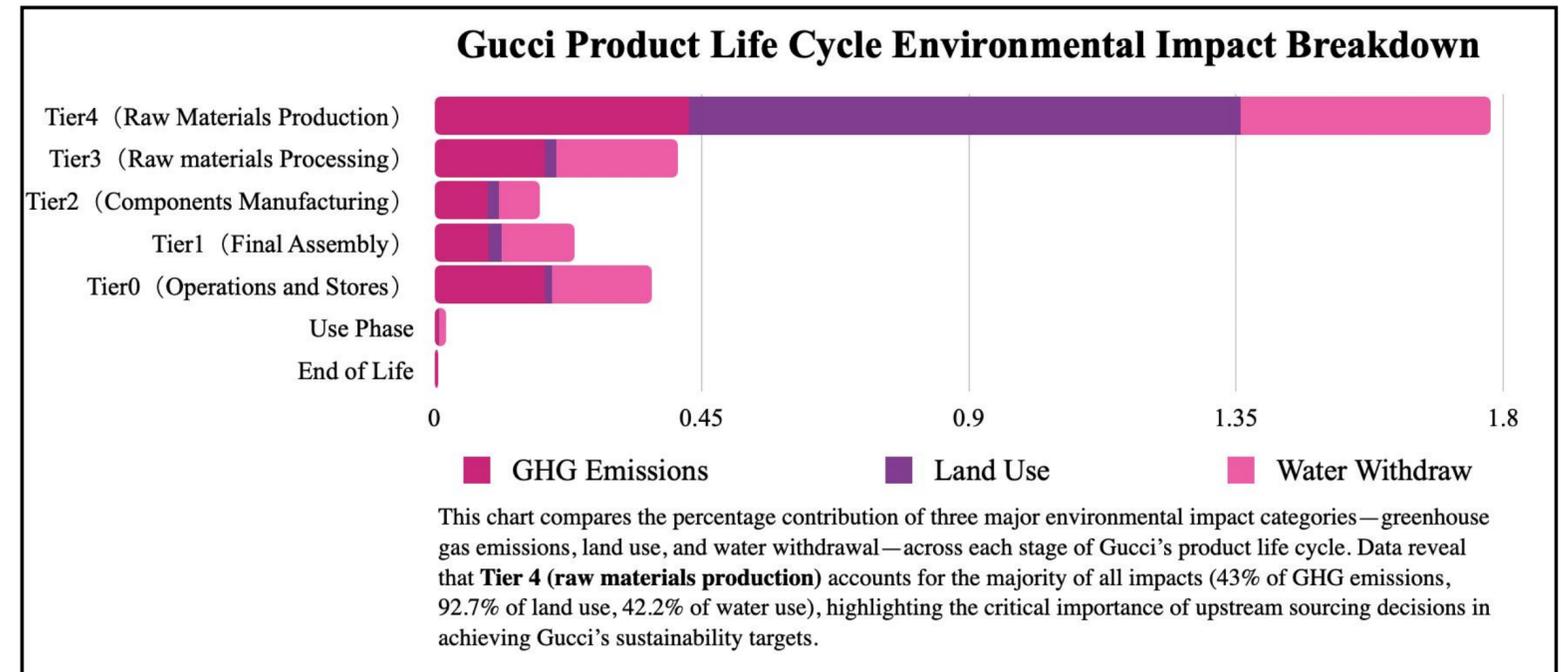
Gaps / Risks:

Ongoing reliance on carbon offsets rather than direct emission reduction.

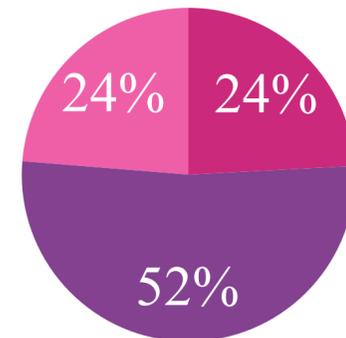
Limited Tier 2–3 supplier visibility, causing data gaps in traceability.

Scope 3 emissions still underreported across product categories.

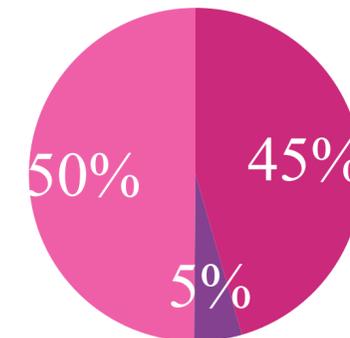
SUSTAINABILITY AUDIT



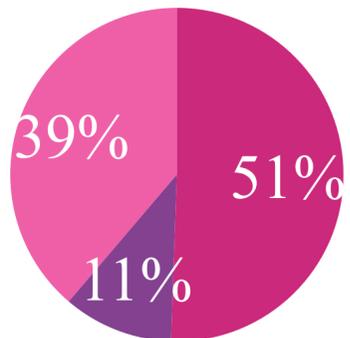
Tier4 (Raw Materials Production)



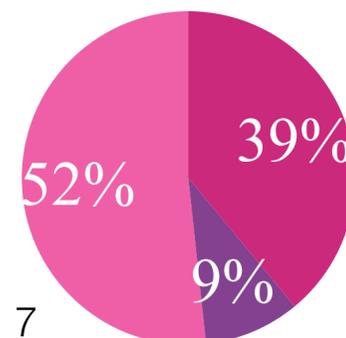
Tier3 (Raw materials Processing)



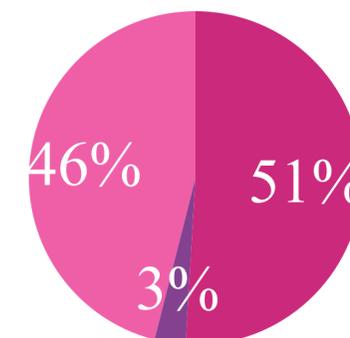
Tier2 (Components Manufacturing)



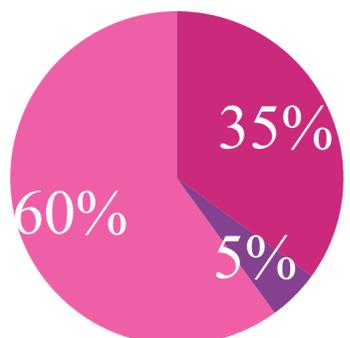
Tier1 (Final Assembly)



Tier0 (Operations and Stores)



Use Phase



KEY CHALLENGE & OPPORTUNITY

Enhancing Supply Chain Transparency & Reducing Offset Dependence

Challenges:

-
Despite strong group frameworks, Gucci’s complex global supplier network limits full visibility and consistent data reporting.

-
The brand’s carbon-neutral claim relies partly on offset credits, raising questions on credibility among conscious consumers (NYU Stern Center for Sustainable Business)

-
Strengthening traceability and data accuracy is critical for long-term leadership integrity.

Opportunities:

Implement blockchain traceability to monitor material origins and supplier performance.

Expand EP&L metrics to cover Scope 3 emissions and supplier-level impacts.

Publish transparent annual updates through Gucci Equilibrium, demonstrating authentic accountability.

Continue to expand the use of bio-based and alternative materials to reduce dependency on traditional animal-derived leather.

Impact:

These actions would reinforce Gucci’s role as a leader in transparent luxury, while aligning with Kering’s ESG objective of absolute emission reductions across its value chain.

GHG Emissions Reduction Progress vs. 2033 Targets (SBTi-Certified)					
Scope	2022 (tCO ₂ e)	2024 (tCO ₂ e)	2033 Target (tCO ₂ e)	Target Reduction	Current Progress
Scope 1 & 2	43,503	43,480	19,750	-54.6%	-0.1%
Scope 3 FLAG	477,786	359,167	289,538	-39.4%	-25%
Scope Excl. FLAG	2,282,448	1,747,968	1,036,231	-54.6%	-23%

This chart compares Kering’s GHG emissions in Scopes 1, 2, and 3 from 2022 to 2024 with 2033 science-based targets, illustrating the progress toward carbon neutrality. While Kering has made progress across Scope 3 emissions (-23% to date), the reductions remain insufficient to meet the -54.6% target by 2033. Scopes 1 & 2 show negligible improvement, highlighting challenges in operational efficiency and supplier engagement.

Emissions Composition by Scope (2024)	
Emission Source	Approximate Contribution
Scope 1 (Direct operations)	5%
Scope 2 (Purchased electricity)	10%
Scope 3 (Upstream & downstream value chain)	85%

Scope 3 emissions account for the majority of Gucci’s environmental footprint, emphasizing the importance of upstream supplier transparency and value-chain collaboration.

Challenge–Opportunity Matrix	
Challenges	Strategic Opportunities
Limited visibility across Tier 2–3 suppliers	Implement blockchain-based traceability dashboard integrated with EP&L data
Reliance on carbon offsets for neutrality	Increase direct emission reduction via renewable energy & regenerative agriculture
Incomplete Scope 3 reporting	Expand EP&L to capture full value-chain emissions; enhance supplier disclosure
Stakeholder skepticism toward offset claims	Strengthen transparency via Gucci Equilibrium public reporting

Mapping of Gucci’s key sustainability challenges and opportunities in relation to data transparency, offset reliance, and leadership accountability.



RESEARCH PLAN / MEHODOLOGY

Assess how Gucci's leadership can strengthen transparency and accountability across sustainability performance.

Methods:

-

Secondary Research – Analyze data from Kering Annual Reports, Kering Official Website, Gucci Equilibrium, WGSN, Mintel, Statista.

-

Benchmarking – Compare Gucci's ESG strategy with Burberry and Prada.

-

Leadership Framework – Apply Bill George's Authentic Leadership model (2003) to evaluate decision-making alignment with values.

-

Qualitative Analysis – Review CEO interviews, stakeholder reports, and sustainability disclosures.

Outcome:

-

Develop a leadership-driven, evidence-based recommendation that connects EP&L data with ethical decision-making for C-suite implementation.

PROPOSAL SUMMARY

Strategic Recommendations – Transparency & Carbon Accountability

Focus Area:

Align Gucci's ethical leadership with data transparency to enhance ESG credibility and stakeholder trust.

Strategic Objectives:

- Develop a supplier traceability dashboard integrating EP&L and blockchain data for real-time impact tracking.
- Launch leadership training programs embedding sustainability KPIs into executive evaluations.
- Expand Gucci Equilibrium to include public Scope 3 emission reports and material traceability disclosures.
- Reduce dependence on carbon offset mechanisms, prioritizing direct emission reduction in Tier 2–4 suppliers.

Expected Impact:

- Reinforces Gucci's reputation as a leader in ethical luxury.
- Strengthens stakeholder confidence and compliance with future ESG regulations.
- Aligns brand performance with Kering's Net-Zero 2050 target (SBTi).



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PROJECT- LUXURY BRAND AUDIT- PART 2

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The House of Luxury with Purpose

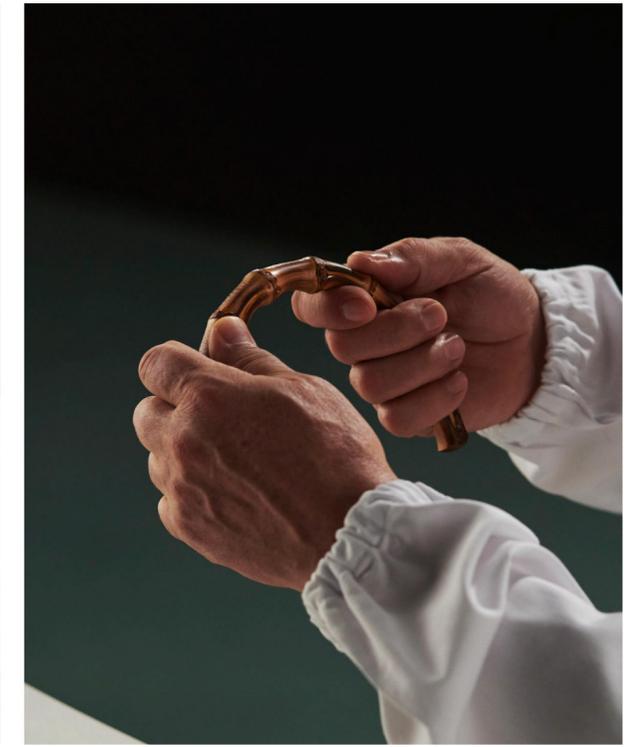
-
Gucci blends Italian craftsmanship with modern
progressivism.

-
Its philosophy, “The House of Luxury with Purpose,” reflects
a commitment to beauty and moral responsibility.

-
Through **Gucci Equilibrium** and **Kering’s EP&L**, the brand
transforms creativity into measurable sustainability.

-
Luxury at Gucci is no longer just aesthetic — **it is ethical,
transparent, and accountable.**

BRAND IDENTITY



COMMUNICATING PURPOSE & BUILDING LOYALTY



-
Gucci communicates through emotional storytelling — using art, culture, and sustainability to engage audiences.

-
Circular initiatives like Gucci Vault and experiences like Gucci Garden turn customers into participants in the brand's mission.

-
By connecting transparency with creativity, Gucci builds emotional loyalty rooted in shared values rather than status.



TARGET CONSUMERS OVERVIEW

**Conscious
Collectors**

**Cultural
Explorers**

**Next-Gen
Sustainables**



SEGMENT 1- CONSCIOUS COLLECTORS



BOUTIQUE



-
Conscious Collectors view Gucci as a symbol of timeless ethics and craftsmanship.

-
They value transparency, limited editions, and circular materials.

-
To them, true luxury is not about excess, but about integrity and preservation.

-
They are motivated by longevity and sustainability — where every purchase reflects personal values.

SEGMENT 2- CULTURAL EXPLORERS



-
Cultural Explorers see Gucci as a creative platform that represents diversity, inclusion, and cultural storytelling.

-
They engage with artistic collaborations and campaigns that challenge convention.

-
For them, owning Gucci means belonging to a global creative community that values both culture and conscience.

SEGMENT 3- NEXT -GEN SUSTAINABLES



-
Next-Gen Sustainables are digital natives who expect innovation and impact.

-
They shop through Gucci Vault, engage in metaverse fashion, and care about measurable results.

-
For them, sustainability is not optional — it's a standard.

-
They see Gucci as a brand that bridges technology, creativity, and environmental progress.

STAKEHOLDER ECOSYSTEM



Organizational

Kering Executives, Employees, Suppliers,
Designers, Creative Teams

Economic

Investors, Retail Partners, Shareholders

Societal

Consumers, NGOs (e.g., Fashion Pact, Greenpeace),
Governments/Regulators, Media, Local
Communities

GUCCI

STAKEHOLDER ECOSYSTEM

Stakeholder	Interest/Need	Interaction with Gucci	Influence Level
Suppliers	Fair wages, traceability	Compliance audits, Supplier Charter	High
Consumers	Transparency, ethical materials	Campaigns, Equilibrium platform	High
NGOs	Authentic sustainability data	Partnerships (Fashion Pact)	Medium
Investors	Long-term ESG ROI	Kering reports, EP&L disclosure	High
Employees	Creative empowerment, safe workplace	DEI programs, training	Medium

COMPETITIVE LANDSCAPE

Focus

-
EP&L, carbon neutrality

-
Re-Nylon, circular innovation

-
B-Corp, ESG reform

-
Bio-based innovation

GUCCI

PRADA

BURBERRY

STELLA MCCARTNEY

Challenge

-
Offset reliance

-
Supply transparency

-
Past waste crisis

-
Limited scale

COMPETITIVE LANDSCAPE

Brand	Key Sustainability Focus	Ethical Weakness	Stakeholder Strength	Coalition Membership
Gucci	EP&L, traceability	Offset reliance	Kering-wide governance	Fashion Pact
Prada	Re-Nylon circularity	Limited supplier data	Material innovation	UN Global Compact,
Burberry	B-Corp pathway	Past burning crisis	Governance reform	Canopy, Fashion Pact
Stella McCartney	Bio-based innovation	Scalability limits	NGO partnerships	Fashion Pact co-founder

Gucci's transformation proves that true luxury is conscious luxury.

It has successfully integrated sustainability into creativity — but the next step requires deeper impact.

To strengthen its leadership, Gucci should:

Expand traceability beyond Tier-2 suppliers

Reduce emissions through science-based targets

Empower stakeholders through collaboration and transparency

In the future, Gucci's success will not be measured by style alone, but by the responsibility it carries.



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PROJECT- LUXURY BRAND AUDIT- PART 3

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COLLAGE



PROJECT INTRODUCTION

Bridging Purpose and Perception

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Gucci's Ethical Realignment

Gucci's evolution from narrative-driven sustainability to verified ethical performance.

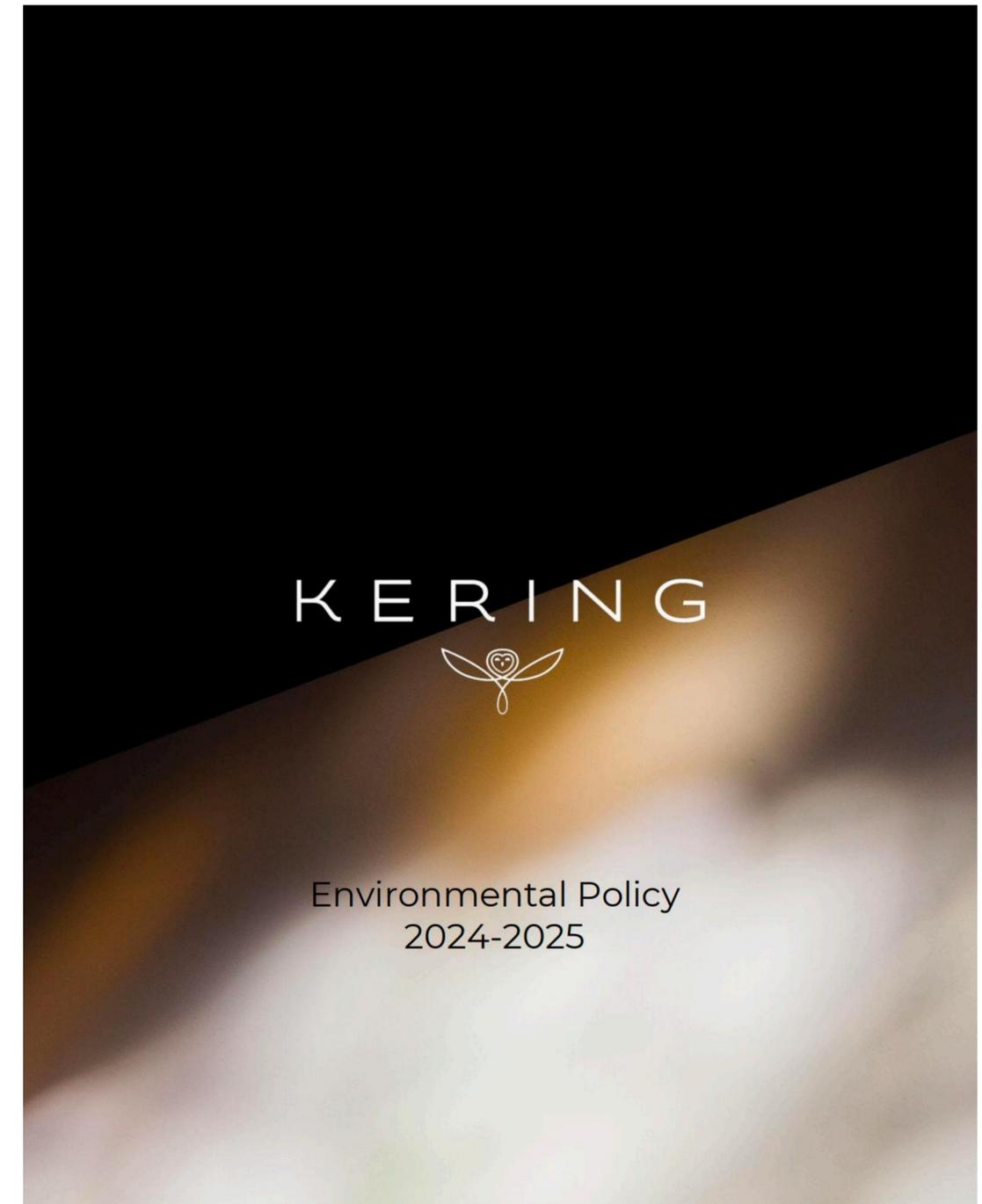
KERING FRAMEWORK

Kering's Vision: "To be the world's most influential luxury group in creativity, sustainability, and long-term performance."

SBTi-verified targets

95% raw-material traceability

100% renewable electricity



KEY STAKEHOLDERS



BRAND IDENTITY

Four Ethical Gaps:

Transparency gap

Offset dependency

Supplier inclusion gap

Perception misalignment

Benchmark (2024):

Prada → 87% traceability

Burberry → -46% Scope 3

Stella McCartney → B Corp Certified

Gucci → Strong narrative, low verification

Dimension	Gucci	Prada	Burberry	Stella McCartney
Governance & Transparency	Publishes EP&L report since 2012; limited Tier 3 data disclosure (Kering ESG 2025)	2024 Report with audited ESG data; joined UN Global Compact (Prada 37)	Independent ESG committee and B Corp roadmap (Burberry 30)	1st Fashion Pact founder; B Corp certified since 2022
Supply Chain Inclusion / Traceability	Target 100 % traceability by 2025; blockchain pilot in 2024 (Environmental Policy 4 – 6)	87 % Tier 3 traceable suppliers (Prada 37)	95 % audited suppliers; Human Rights policy (Burberry 33)	100 % traceable materials; small-supplier collaboration
Emission & Circularity	Net Zero by 2050; offset-dependent EP&L (Kering 5)	“Re-Nylon” closed-loop program (Prada 38)	Scope 3 reduction 46 % from operations (Burberry 33)	Fully circular bio-based materials since 2023
People & Community	Diversity program; NA Scholarship Fund 2025 (WWD 2025)	Global Training Academy for artisans (Prada 2024)	Fair Pay policy & gender equity index (Burberry 34)	Partnership with UNICEF on equity programs
Certifications / Coalitions	SBTi validated; Fashion Pact; Watch & Jewellery Initiative 2030	UN Global Compact & RE100	Better Cotton Initiative & Race to Zero signatory	Fashion Pact co-founder & B Corp certified





STRATEGIC RECOMMENDATIONS

**Supplier
Innovation Fund**

**Stakeholder
Advisory Council**

**Science-Based
Emission
Reductions**

**Blockchain
Traceability**

Area	Current Strategy	Strategic Gaps
Ethical Sourcing	Mitigate environmental impact through responsible sourcing practices	Supplier audits lack depth in social and environmental performance metrics
Circularity	Commitment to increased circularity across collections	Limited integration of circular design principles and product lifecycle transparency
Carbon Emissions Reduction	Alignment with Science-Based Targets initiative to reduce carbon emissions	No comprehensive roadmap for full carbon neutrality
Social Equity	Community impact initiatives and scholarships	Lack of detailed reporting on social equity outcomes



LEADERSHIP EVALUATION

Proposed Role:

Chief Sustainability Operations Officer (CSO-Ops)

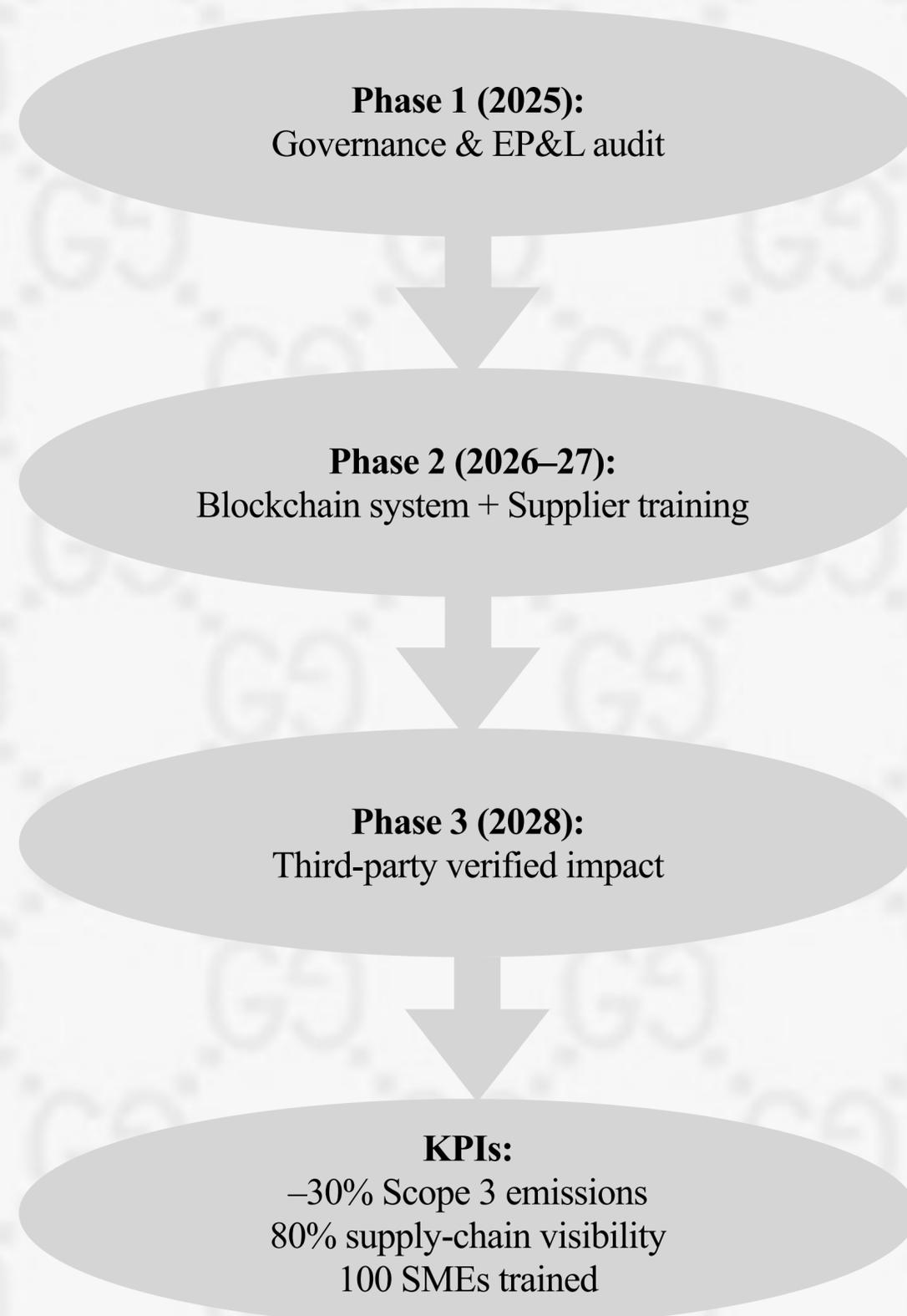
Connects Creative Vision · Supply Chain Execution · Data Transparency

Leadership Structure with Proposed CSO-Ops Role

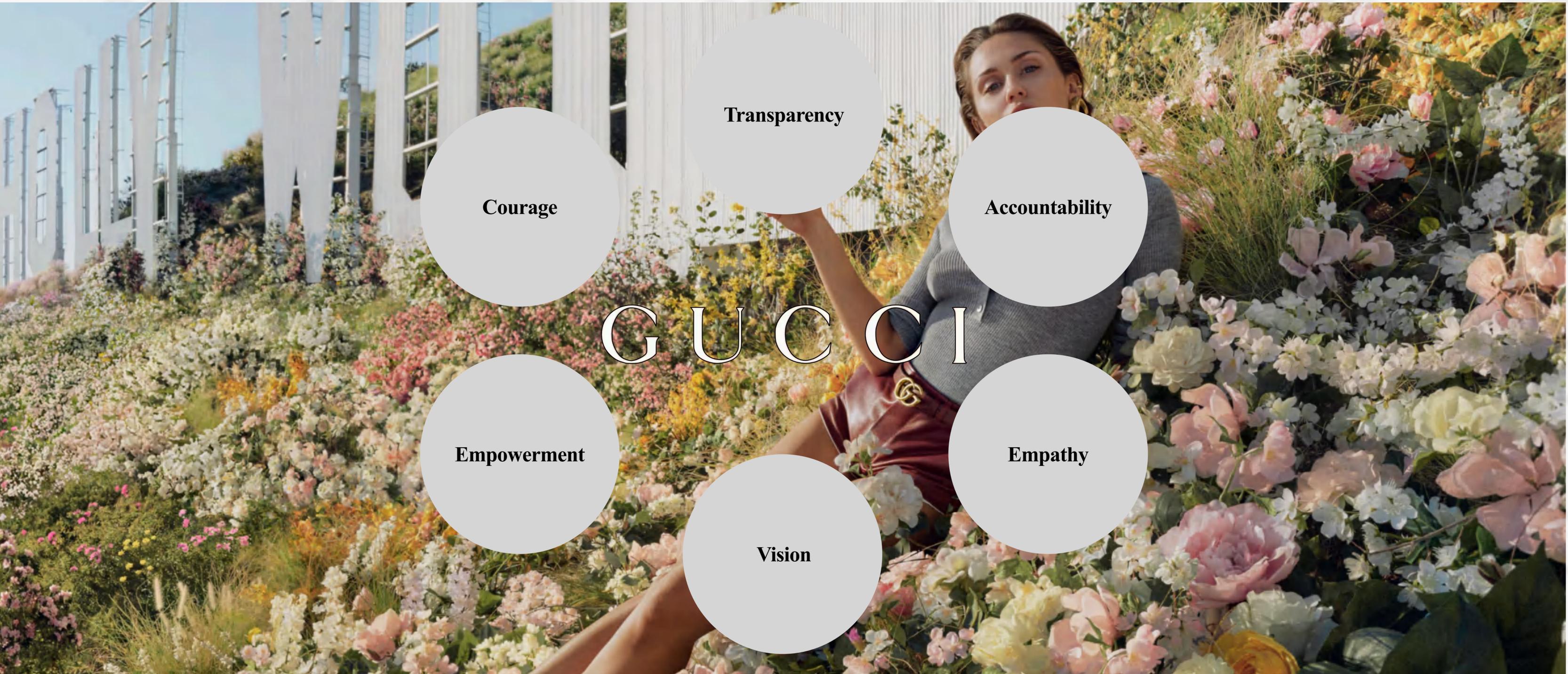


Leadership Structure with Proposed CSO-Ops Role

IMPLEMENTATION ROADMAP



ETHICAL LEADERSHIP COMPETENCIES



RISK MITIGATION



Main Risks:

Supplier resistance · Tech delay · Budget limits · Reputation

Mitigation:

Shared-cost model · IBM partnership · Phased rollout · Third-party verification

Conclusion:

From narrative sustainability to verified impact — redefining luxury as creative accountability.



THANK YOU

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