



SOURCE: GUCCI

# PROCESS BOOK

## GUCCI CENTENARY CELEBRATION

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# EXECUTIVE SUMMARY

The year 2021 is the 100th anniversary of the establishment of the brand Gucci. This will be a perfect time to celebrate its brand heritage and classics. Our initial inspiration and ideas for this project also came from this. The brand Gucci starts with leather horse accessories and became well-known for its high-quality luggage. In these 100 years of vigorous growth, Gucci has repeatedly endowed its classic and iconic handbags with innovative design and the significance of the times. Therefore, Therefore, we focus on Gucci bags, and the protagonists of the Gucci anniversary are a Gucci leather horse accessory and five Gucci handbags.

To attract more millennials and Gen Z consumers and enhance the transmission of playful, entertaining, and emotional value; we have combined 3D video game that is currently the favorite of the young generation, and at the same time integrated the plot and function of the story narration, and achieve to interact seamlessly with social media.

We plan to launch one leather saddle and five classic handbags from the past on a global level, in the form of a 3D video game on the Gucci App in December 2021. These six products represent the heritage and bond between the brand's history and the current era. Also, we plan to attract consumers through the publicity and promotion by user-generated content on social media, the placement of video advertisements on social networks (Instagram and YouTube), as well as the opening of an offline exhibition at Christmas, to achieve the anniversary with publicity effect and promote sales.

# **1 | BRAND ANALYSIS**



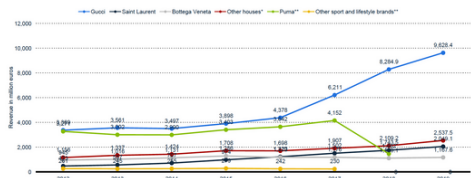
# SITUATIONAL ANALYSIS

## STRENGTHEN

Brand legacy. Gucci has been 100 years since it was founded in 1921, which means that Gucci has a solid foundation and brand heritage. Over a century, Gucci has created many iconic bags of all time, which have contributed to its strong brand image (Gucci).

Strong financial backing. Gucci has strong financial support and rapid revenue growth. Gucci's parent company, Kering, generated \$15 billion in revenue in 2020, and Gucci contributed 63% of total revenue. Gucci is also the fastest growing. You can see this picture. The blue line shows Gucci (Kering),

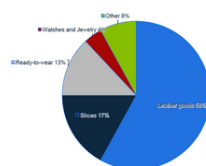
Global revenue of the Kering Group from 2012 to 2019, by brand (in million euros)  
Revenue of the Kering Group worldwide from 2012 to 2019, by brand



SOURCE: STATISTA

Strong financial in leather goods. Gucci also has a strong financial on leather goods. Leather goods accounted for 58% of Gucci's revenue, accounting for the largest proportion. This shows that leather products are a major core of Gucci (Statista).

Revenue share of Gucci worldwide in 2019, by product category  
Global revenue share of Gucci in 2019, by product category



SOURCE: STATISTA



SOURCE: GUCCI

International distribution is also a big advantage. The picture shows the proportion of Gucci's global business. We can know that Asia-Pacific, Western Europe, and North America are the most popular regions for Gucci (Kering).

Breakdown of revenue by region



SOURCE: KERING

According to the Lyst Index, Gucci ranked top 1 as the hottest brand in 2020 (The Lyst Index), which will arouse a bunch of attention once we launch the anniversary. Gucci has an excellent and innovative performance in its promotion. First, Gucci has rich experience in releasing new iconic bags to celebrate the holiday and special days.

# SITUATIONAL ANALYSIS

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SOURCE: GUCCI LITTLE RED BOOK

To celebrate Saint Valentine's Day this year, Gucci created a limited edition zine called "Gucci Love, Love & Love". The Valentine's Day Gifts include the Gucci Horsebit 1995 bag, Jackie bags, and shoulder bag featuring a 3-D heart-shaped detail with the Gucci logo (Gucci). Before that, Gucci debuted its new #Gucci Gift campaign, channeling the retro vibe of holiday office parties in the 90s to welcome the holiday season and the new year. The GG Marmont shoulder bag takes on a festive holiday spirit in colorful sequins on silk (Gucci Instagram).

# SITUATIONAL ANALYSIS

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BENEDETTA PORCAROLI FILM



ELLE FANNING FILM



KELVIN HARRISON JR. FILM

Gucci innovatively uses films to showcase its bags. Gucci Absolute Beginners is a new series in collaboration with Dazed that challenged a selection of nine artists to do something they've never done before: get behind the camera and into the director's seat. Each of the talents developed their own screenplay and brought it to life by stepping behind the camera and directing their own short film. All films are starring the Gucci Jackie 1961 bag (Gucci).

On her directorial debut, Elle Fanning said: "Growing up on film sets, watching directors I wholeheartedly admire has been the greatest classroom. The best directors are the first to confide in the people they choose to work with. Also, not being afraid to get your hands dirty. I have a very 'anything for the shot' mentality!" (Gucci).



[HTTPS://WWW.YOUTUBE.COM/WATCH?V=QTUYUG6XCZC](https://www.youtube.com/watch?v=QTUYUG6XCZC)



# SITUATIONAL ANALYSIS

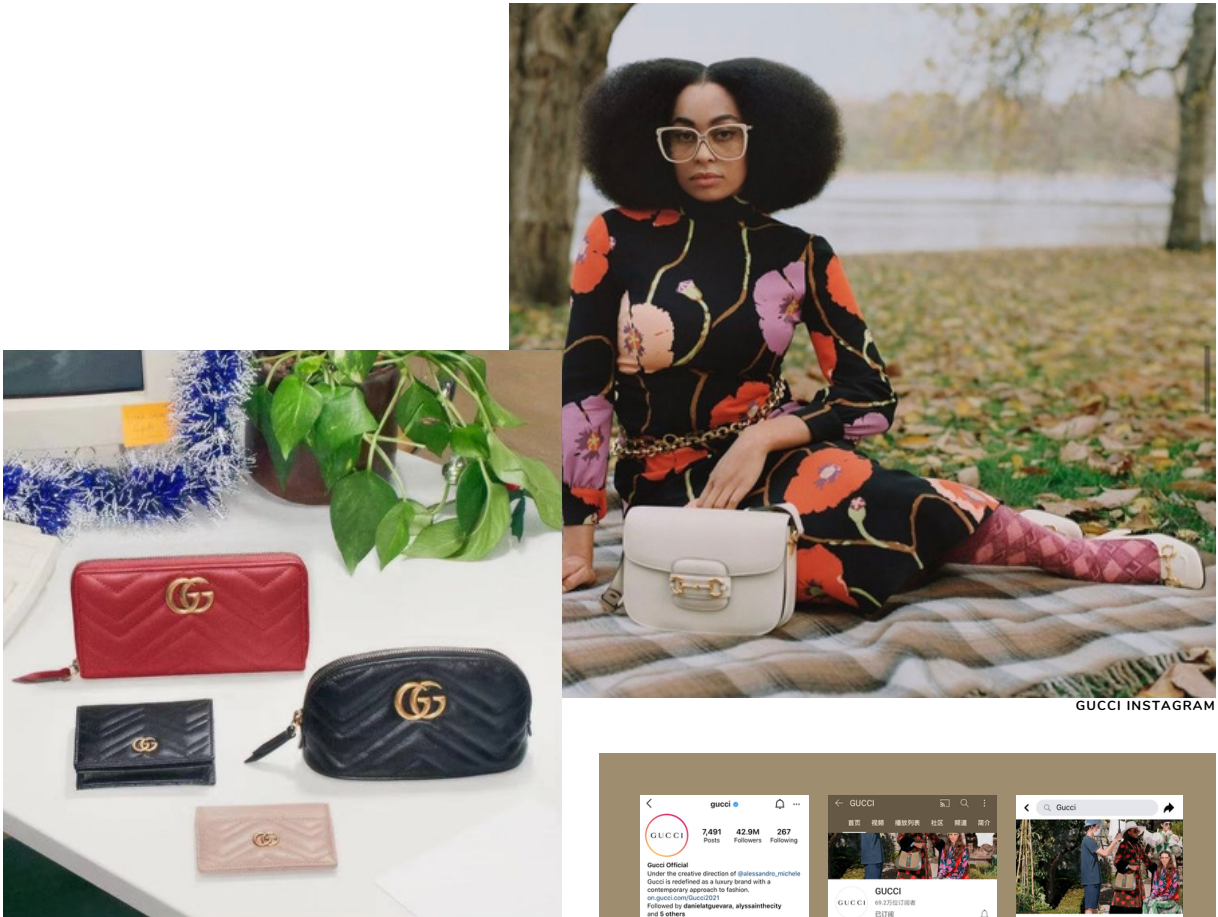
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GUCCI X SIMS 4. SOURCE: GUCCI EQUILIBRIUM

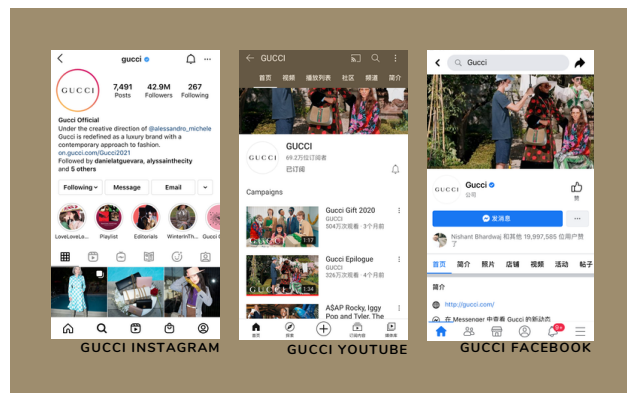
Gucci bags also appeared in the game. Gucci and The Sims 4 launched the "Off The Grid", where players can wear Gucci hats, backpacks, sneakers, etc. to dress up and accessories their virtual characters. In real life, the Gucci Off The Grid collection is sustainably made with regenerated, recycled, organic, and sustainably sourced materials, and in-game when players use the Gucci Off The Grid pieces they obtain a green eco-footprint and an environment score of 10. Upon entering rooms with Gucci Off the Grid items, Sim characters' moods will go up (Gucci Equilibrium).

# SITUATIONAL ANALYSIS



GUCCI INSTAGRAM

GUCCI INSTAGRAM



GUCCI INSTAGRAM

GUCCI YOUTUBE

GUCCI FACEBOOK

Gucci also utilizes different social media platforms and created targeted content for them. The representative platforms are Instagram, Facebook, YouTube, Little Red Book, and TikTok. Gucci's Instagram has 49.2 million followers and its Facebook has 20 million followers. Gucci Instagram

and Facebook is updated simultaneously, and the content is more about the brand's news, products, campaigns, and people who have a friendly relationship with the brand and wearing Gucci. Gucci's YouTube account has gained nearly 700 thousand subscribers. It mainly publishes brand campaigns and video information, so its update frequency is much lower than that of Instagram and Facebook. Compared to Red Book and TikTok, the three will be more official and formal (Information from Gucci Instagram, Facebook, and YouTube accounts).

# SITUATIONAL ANALYSIS



SOURCE: GUCCI RED BOOK



On the Little Red Book, Gucci created completely different content for the Chinese market. Gucci invites many Chinese influencers to generate playful and meaningful content, which not only utilizes influencers and idols to show how to match Gucci bags but also popularizes the history and story behind them. Also, since Gucci has been officially tapping into the power of TikTok, we can see the appearance of Gucci bags in TikTok. Each video shows unprecedented creativity and fun and generates lots of views, likes, and comments.



# SITUATIONAL ANALYSIS

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SOURCE: DAZED DIGITAL

## WEAKNESS

The first weakness is controversial advertising. Gucci had faced controversial issues in previous ad campaigns. For example, the power pose of the man and the provocative position of the woman in the picture make Gucci controversial (Dazed Digital). Therefore, we need to pay more attention and avoid the public relations crisis when conducting marketing plans in the later project.

Another one is the quality issue. In 2017, Gucci was exposed to quality problems in China according to a report by the Beijing Bureau of Industry and Commerce in the merchandise category of bags (Zheng et. al). This would cause a bad impression on consumers.

The last weakness is about celebrity effect. When we talked about social media advantages before, Gucci is good at using many influencers to increase exposure and traffic, but sometimes celebrities can distract viewers. After our careful investigation, every time Gucci publishes a post with social influencer participation, it will cause more traffic and comments, but most of the comments are centered on the social influencer itself, rather than the Gucci products that they wear.

## OPPORTUNITY

WGSN reports that soft retro is the trend of 2021, which is perfectly in line with Gucci's style. Reissuing Gucci's past iconic bags can make people revisit the history and classics of the brand (WGSN).

The second opportunity is brought by Gucci's key consumers, millennials and Gen Z. Since millennials and Gen Z are the key drivers of the future luxury market, grasping their psychology and characteristics will be a great opportunity to achieve a successful anniversary event (Rein).

Stories have become the currency of life for all millennials. But for brands, storytelling has evolved from "telling a brand's story" and "what a brand stands for" to become "helping customers tell their own stories". We may take advantage of this trend and provide a story experience on the Gucci anniversary (Forbes).

Gaming platforms are a growing digital marketing channel, where brands and products are promoted either via in-game advertising or via sponsorship or creation of games around brands or products. The gaming platform may be an opportunity to make the anniversary more entertaining (WARC).

The last one is leading the anniversary to be more sustainable since consumers' awareness of sustainability is increasingly affecting their buying behaviors. Environmental issues increasingly become the focus of consumers' attention. Consumers not only need quality but also look for products and brands that match their personal values (Luisa).

## THREAT

Gucci faces intense competition, such as Louis Vuitton, Chanel, and Burberry (Bloomberg).

There are so many fake products in the market, especially Gucci's leather goods. Gucci faces a serious issue with its product quality reputation (Sundar).

Gucci faces the threat of technological change and market disruption. Because information travels faster, consumers are better informed than ever. Gucci will find it hard to chase the trend and consumer preference and intention (Jeyaraman).

# COMPETITOR ANALYSIS

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## DIRECT COMPETITOR

Louis Vuitton is one of our strong competitors. It has a brand value of \$15 million in 2020. For its parent company LVMH, the segment of fashion and leather goods accounts for 47% of total revenue in 2020, accounting for almost half of the revenue (Statista).

Handmade quality is a big part of Louis Vuitton, especially for leather goods. And Louis Vuitton always ensures that every bag it sells has a story (Sudjono).

Louis Vuitton often releases exclusive series. For example, in 2017, Louis Vuitton Cruise Show featured a limited selection of bags, only available online (Odiamar). Louis Vuitton also collaborated outside the comfort zone. The collaboration between Louis Vuitton and Supreme injected the street culture into the brand (Bain). And in 2016, Louis Vuitton collaborated with the game Final Fantasy XIII: Lightning Returns. The game used the character “Lightning” as a model to wear the Louis Vuitton clothes and handbags for the Spring/Summer collection 2016 (Bain).

We also find that Louis Vuitton uses celebrity endorsements to promote its handbag, just like Liu Yifei, the recently appointed brand ambassador for his brand in China (Zhang).

Louis Vuitton held a 160-year exhibition in Beverly Hills, Los Angeles in October 2019. The exhibition included nearly 180 ultra-classic bags, as well as perfume bottles, bags, and various peripheral products from the early twentieth century (Cogley).



CRUISE SHOW 2017. SOURCE: ELLE



LV X SUPREME TRUNK. SOURCE: THE CUT



# COMPETITOR ANALYSIS

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VOGUE. SOURCE: CHANEL



AMBASSADOR KRISTEN. SOURCE: PINTEREST

## DIRECT COMPETITOR

Chanel is also one of our competitors, which is famed for its tweed suits, cushioned handbags, and No5 perfumes. Chanel has a brand value of \$13.7 million in 2020 (Statista). The brand also abstains from any form of e-commerce engagement as not to dilute the brand or make it accessible on a mass scale. Chanel also does not launch special bags for the holidays or special days.

We can find Chanel handbags on its social media. Chanel boasts the most social followers - more than 43 million globally and is the leading luxury brand, thanks to its crafting luxury video strategy. Chanel posts regularly and consistently cross-platform and the content can be separated into three main categories: campaigns, behind the brand, and runway shows (Chanel Instagram).

We can also see Chanel handbags appear in high-end fashion magazines, sponsored exhibitions, and fashion shows. Brand ambassadors, celebrities, and influencers are also a way for its promotion (Bhasin).

Chanel has not held an anniversary starring its handbag. However, Karl Lagerfeld directed a short film starring Keira Knightley to celebrate the 100th anniversary of the first Chanel boutique in 2013 (Miller).

# COMPETITOR ANALYSIS

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BILBOARDS. SOURCE: HYPEBEAST

## DIRECT COMPETITOR

Burberry is one of our competitors. Burberry has a brand value of \$3.6 million in 2020 (Statista). Compared with the fashion sector, Burberry's handbags do not account for a large proportion of its revenue, but the brand CEO expressed his desire to increase the sales of leather goods in 2018, which shows that Burberry will invest more in it (Sanderson).

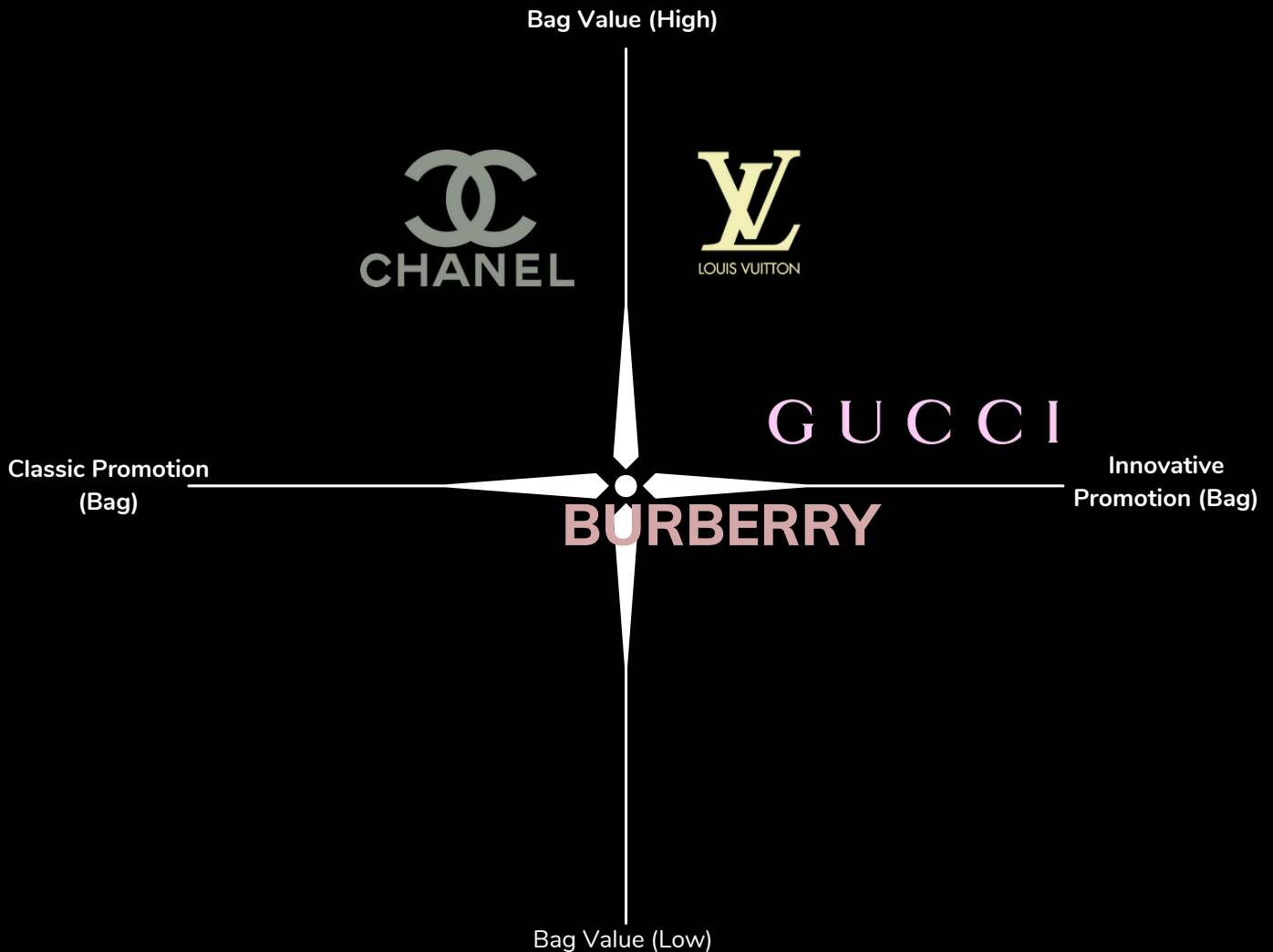
Burberry focuses tremendously on its marketing activities. We can see Burberry handbags are placed in high-end fashion magazines. Also, Burberry uses promotions of all types like online ads, print ads, billboards, etc. (MBA Skool Team),

Burberry has a high penetration rate in social media. More than 20 social networking sites, such as Instagram, Facebook, Twitter, WeChat, Red Book, Line, etc. The personalized content published on these platforms is helping brands keep in touch with their consumers. At the same time, Burberry relies on celebrity endorsements, using many celebrities and influencers to wear its handbags (Bhasin).

We can also see that Burberry released new handbags for special days. And Burberry has not carried out similar anniversary events before, but only had a trench coat art exhibition to celebrate Burberry's iconic trench coat (Maeland).

# PERCEPTUAL MAP

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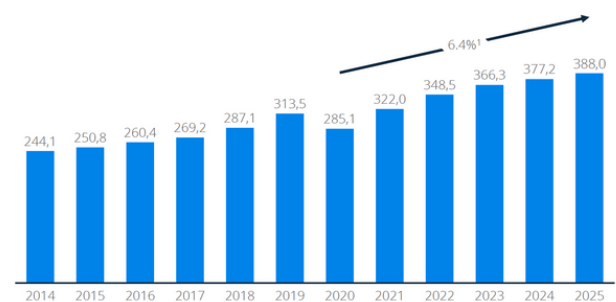
According to our research, we made a perceptual map based on the average value of brand bags and the innovation of bag promotions. Among them, the handbags of Louis Vuitton and Chanel have a higher value. However, since Chanel avoids large-scale publicity to maintain its scarcity, its publicity method is more classic while Louis Vuitton will have more promotions on its bags such as collaborations and limited edition. The bag value of Gucci and Burberry is similar, but Gucci's promotion on bags is more novel, including special editions, reissue, films, video games, etc.

# TARGET CONSUMER

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## LUXURY MARKET SIZE

Luxury goods market in billion US\$



Source: Statista Consumer Market Outlook 2020

SOURCE: STATISTA CONSUMER MARKET OUTLOOK 2020

The luxury market size still has great development prospects. According to Statista's Consumer Market Outlook, the global luxury goods market is expected to increase from US\$285 billion in 2020 to US\$388 billion in 2025, at a Compound Annual Growth rate of 6.4%. Although the Covid-19 pandemic has cut discretionary spending and created an uncertain economic environment, leading to a decline in the luxury market in 2020, the resurgence in Chinese spending and the increasing dominance of millennials and Gen Z will drive market growth in the period after (Statista).

# TARGET CONSUMER

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The age range of Gucci's main target consumers is between 16 and 35 years old, with millennials and Gen Z dominated. Since 2018, more than half of Gucci's sales have come from consumers under the age of 35, which are millennials. And the brand's fastest-growing segment is consumers under the age of 24, which are Gen Z. Gender includes male and female (Danziger).

In terms of socio-economic, the target consumers of Gucci are people from the upper class and people who have high earned income but are not rich yet. They usually have a good education. Some Gen Z consumers maybe still in high school.

According to Gucci's global distribution, its target consumers are mainly located in large cities in Asia-Pacific, Western Europe, North America, and Japan (Kering). Most of them live in apartments, and Gen Z lives more in their parents' houses.

Psychologically, the target consumers of Gucci pursue modern and playful aesthetics. They favor products that are fast and unique and brands that can transform their ideas and concepts into products in the fastest time. So we can see that they seek instant gratification. Also, brands or products with storytelling can easily resonate with them emotionally. They are eager to be involved in the product development process. They are socially active (Langer).

In behavior, quality, design, and brand are the most important purchasing criteria. Gucci is regarded as one of the most desired brands. They purchase luxury goods spontaneously and often consume them to treat themselves or indulge themselves. When shopping, they look for convenience and experience. Their shopping journey is usually a mix of online and offline channels (Deloitte).



# TARGET CONSUMER

## CONSUMER PROFILE

### PERSONA 1



**Name:** YUKA

**Sex:** Female

**Age:** 17

**Occupation:** International student at New York University

**Location:** New York, US

**Hobbies and habits:**

- During free time, she likes playing Switch games
- Enjoy dating with friends
- Like to take photos and post on social media
- Brand followers, keep up with trends
- Seek identity and difference

**Shopping habits:**

- Prefer to be the first to buy or try new items
- Pursue popular brands, or brands that make her unique
- Tend to buy clothes produced in a sustainable way
- Like to research and compare products online before buying
- Like to get product information through video media

## PERSONA 2



**Name:** PAUL

**Sex:** Male

**Age:** 28

**Occupation:** Gallery owner

**Location:** London, England

**Hobbies and habits:**

- Like to participate in art activities and watch art exhibitions
- Like to visit vintage stores and collect vintage pieces of stuff
- Use social media for trends and new collections
- Like reading magazines
- New brand awareness more likely comes from department stores rather than mono-brand stores

**Shopping habits:**

- Buy luxury for a particular occasion or to treat himself
- Will buy luxury as a gift for people he loves
- Prefer shopping in-store to see and touch the products
- Will not be the first to buy the new collection



# **2 | THE IMC PROCESS PART A**



SOURCE: INSTAGRAM GUCCI

## THE EFFECT OF PANDEMIC

Due to the pandemic, Gucci dropped 10.3% in sales in the fourth quarter of 2020, representing a worsening compared with the prior quarter. In contrast, the revenue of competitors led by Louis Vuitton and Dior increased by 18% (Diderich).

According to data from McKinsey, the average market value of apparel, fashion and luxury brands has fallen by nearly 40% due to the closure of the retail industry and the lockdown. Although Gucci announced in May 2020 that it will adopt a seasonless approach to collections that would decrease output, it still faces a backlog issue (Mehta).

Also, due to the pandemic, large-scale collective activities cannot be held well. Some countries have not yet opened their borders, and some countries require isolation even when traveling within one country. This has had an impact on our holding of a global century-old event (Lang et al.).

# BUSINESS ISSUE

<b>1</b>	<b>GUCCI</b>	<b>1</b>
	<ul style="list-style-type: none"> <li>• Ran #GucciFest fashion and film festival</li> <li>• Unveiled collaboration with The North Face</li> <li>• Harry Styles wore a Gucci dress on the cover of Vogue</li> </ul>	
<b>2</b>	<b>BALENCIAGA</b>	<b>5</b>
	<ul style="list-style-type: none"> <li>• Debuted F/W '21 in an online video game</li> <li>• Collaborated with Vibram on toe shoes</li> <li>• Kim Kardashian wore a Balenciaga bodysuit for Halloween</li> </ul>	
<b>6</b>	<b>SAINT LAURENT</b>	<b>8</b>
	<ul style="list-style-type: none"> <li>• Presented S/S '21 in a video set on sand dunes</li> <li>• Returned to growth, as reported by parent company Kering</li> <li>• Launched wellington boots in collaboration with Hunter</li> </ul>	
<b>9</b>	<b>VALENTINO</b>	<b>10</b>
	<ul style="list-style-type: none"> <li>• Appointed Zendaya as face of the brand</li> <li>• Launched Valentino Insights virtual shopping experience</li> <li>• Held interactive brand event, Resignify, in Shanghai</li> </ul>	

SOURCE: LYST



SOURCE: GUCCI RTW FALL 2018



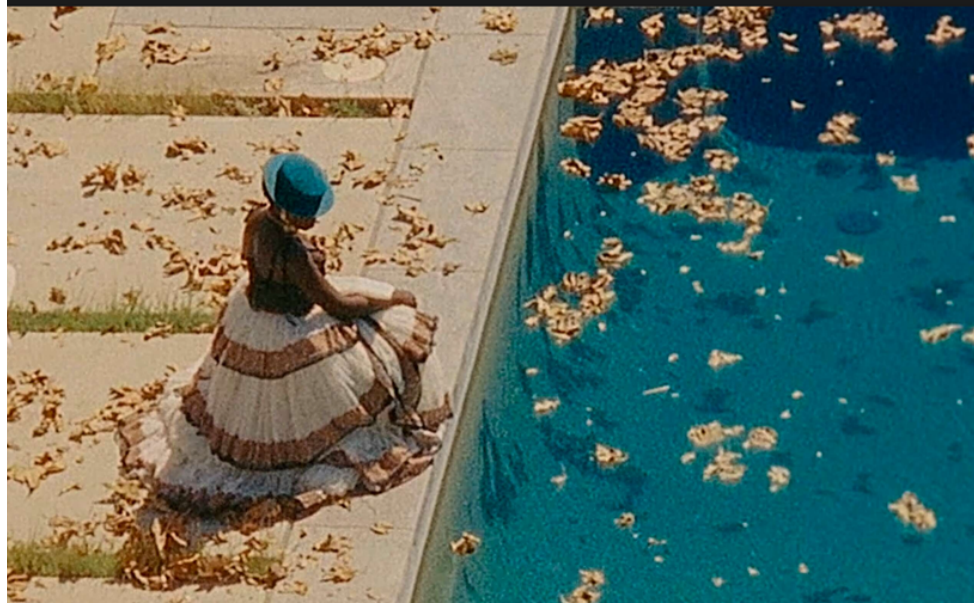
TWITTER: @COCOLO MINAJ

The second business issue is intense competition and online search dropped. In brand analysis, we talked about Gucci reclaiming the top spot in Lyst's ranking of the world's most-searched brands, but we saw a decline. Gucci's online search volume dropped by 19%. In addition, other high-end brands have begun to catch up with Gucci in 2020. In particular, Balenciaga, Valentino, Saint Laurent, and Fendi are all seeing their share of online popularity growing over the same period as shown in the picture (Beauloye).

The third business issue is that consumers are culturally sensitive which causes Gucci to have a controversial brand image. In 2019, Gucci was accused of racial discrimination for selling a black turtleneck sweater that covered the lower part of the face. Although Gucci removed the product very quickly, it still caused Gucci to fall into controversy (Carrera). And due to this turmoil, Gucci's sales have also dropped significantly (Sylvers and Kapner).

# KEY SUCCESS FACTORS

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'JACKIE' BY JODIE TURNER-SMITH. SOURCE: GUCCI

There are two key success factors that we can see in the promotion of Gucci's anniversary. First of all, Gucci has been very successful in attracting millennials and Gen Z consumers. Of Gucci's \$8 billion in sales last year, 62% came from consumers under the age of 35, and the brand's fastest-growing market segment was consumers under the age of 24. This has brought prerequisites for the promotion of our upcoming anniversary event (Kering).

The second success factor is the excellent performance of Gucci promotion. Gucci innovatively displays handbags in the films and gives them different storylines and meanings. One example is the film "Jackie" by Jodie Turner-Smith. In the film, Jackie is about a woman who is alone, but not lonely. In her home, her sanctuary, she chooses to remain uninterrupted, despite the pressures of outside voices. It is a film about escapism. In a world that doesn't allow her to be carefree, she chooses it – thus, her solitude and the care she takes to get dressed and make herself up are, in some ways, acts of defiance (Gucci). The storyline adds extra value to the bag, and it is also easier to arouse the emotional resonance of consumers.



# KEY SUCCESS FACTORS

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SOURCE: GUCCI EQUILIBRIUM. [HTTPS://WWW.YOUTUBE.COM/WATCH?V=A3QKDCMXGZE](https://www.youtube.com/watch?v=A3QKDCMXGZE)

Gucci also utilizes games to display handbags. The representative example is the collaboration between Gucci Off The Grid collection and The Sims 4. The Sims 4 is a life simulation game, the players are mainly composed of teenagers and young people. Gucci and The Sims 4 launched the "Off The Grid" treehouse fashion event, where players can wear Gucci hats, backpacks, sneakers, etc. to dress up and accessories their virtual characters. In real life, the Gucci Off The Grid collection is sustainably made with regenerated, recycled, organic, and sustainably sourced materials, and in-game when players use the Gucci Off The Grid pieces they obtain a green eco-footprint and an environment score of 10. Upon entering rooms with Gucci Off the Grid items, Sim characters' moods will go up (Jovic).

More importantly, Gucci Off The Grid collection is the first in the Gucci Circular Lines series and it is all about moving towards a more sustainable future, so when the Sims released an Eco Lifestyle mini-album, they brought it through custom content Incorporating and bundling the game part is a natural fit (Rosee).

# OPPORTUNITIES

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SOURCE: GUCCI OFFICIAL WEBSITE

We want to emphasize that 2021 is the 100th year of Gucci's establishment. This will be the perfect time to celebrate the brand's heritage and classics. Also, soft retro is a key trend in 2021 (WGSN), which is in line with Gucci's style and provides an opportunity for the event. Reissuing its past classic bags can enable consumers to deeply understand and relive the classics and story behind them.

The second opportunity is Millennials and Gen Z, the main target consumers of Gucci. The power of this group is growing, especially the ever-increasing population and its strong spending power. According to survey data by Euro-monitor International, Millennials and Gen Z are a key consumer segment, which accounted for 46% of the global population in 2019. And according to the research by McKinsey, the spending power of millennials and Gen Z reached around \$350 billion in the US alone. Gen Z would account for about 40% of global consumers in 2020. So, obtaining and making good use of their insights will give broad opportunities to our anniversary event (Sarah).



SOURCE: GUCCI SS2021 COLLECTION



SOURCE: INSTAGRAM GUCCI

# OPPORTUNITIES

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One of the important insights is to harness video games. Video games have become a key to connect with Gen Z and millennial consumers. The rise in demand for new forms of digital gaming boosted by millennials and Gen Z is expected to push the industry's worth to more than \$94 billion by 2024 (Zacks). Additionally, both generations are more inclined toward digital gaming than conventional format (KHANH). The market research firm NPD Group also estimates that there are now 244 million video game players in the U.S., 30 million more than in 2018 (NDP Group). Utilizing video games may be a great way to gain attraction and bring target consumers to our events.

Another insight is about storytelling. According to WARC, storytelling is a top creative strategy for effective communication (especially for brand-building activities). In addition, video ads that use creative and narrative elements related to storytelling work better, for example, video ads using characters, locations, and storylines are more effective than more factual non-narrative ads (WARC). Since Gucci has been paying attention to digital storytelling and there are many stories and meanings behind Gucci's classic bags, communicating with our target consumers through storytelling will be a good way to convey our messages.

## Horse Culture

### Gucci Saddles

In 1921, the establishment of Gucci happened to be in the roaring twenties, which is a golden age in Europe. The economy was very developed for most of that decade. Many workers had more leisure time and horse culture became popular. So at that time, the saddles and other accessories for horseback riders were the main business for Gucci (Silver).

Although this is not a bag, we think that the beginning of Gucci is very important, so we chose it. And we can also see the brand Hermes was also running the business for horse riders during the 1920s. You can see the picture on the bottom right. And even now, horse racing is very popular and in more recent years, millennials and the younger generations have been a constant target of horse racing events (Bouyea).



SOURCE: WWD



HERMES. SOURCE: BAGS OF LUXURY



## Travel

### Gucci Luggage

In 1897, before the brand Gucci was founded, Guccio Gucci worked as a porter in a hotel where he became enamored with the glamorous suitcases of the guests. Then in 1902, Gucci returned to his hometown Florence and worked for a luggage brand Franzi. So, in the 1930s, Gucci took the expertise he had learned to produce high-quality luggage and became well known for it. We can also see Louis Vuitton launched a Keepall bag during that time (Silver).

Suitcases took on not just practical but also cultural significance. By the 1920s, we could see suitcases featuring in books and movies as a literary symbol for mobility and mystery. Later, with the increase in the use of automobiles, suitcases found new applications. Today, we can still see suitcases in luxury brands. And due to the pandemic, consumers are always looking forward to the journey, and luggage is regarded as a symbol of freedom and motivation (Daniel A).



GUCCI LUGGAGE. SOURCE: CRFASHIONBOOK



LOUIS VUITTON KEEPALL. SOURCE: MEDIUM

## Sustainability

### Gucci Bamboo

1947 is still World War II, countries were rationing resources, which provoked Gucci bamboo handles. At that time, Gucci was being pressured to find materials. Since the bamboo cane could still be imported from Japan, so Gucci developed a patented method to use bamboo to make handbags (Dolores).

The bamboo bags became an instant hit, being carried by some of the biggest celebrities of the 1950s and 60s. And under the leader of Frida Giannini, the iconic bamboo bags have been revived in a whole new way. You can see that at the bottom right picture. From the current point of view, the bamboo bag still maintains its interesting and distinctive characteristics, while changing from the previous resource-saving to the sustainable concept today (Mull).



GUCCI BAMBOO. SOURCE: PURSEBLOG



FRIDA GIANNINI BAMBOO BAG. SOURCE: VOGUE

# OPPORTUNITIES

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## Neutrality

### Gucci Horsebit

Gucci Horsebit was created in 1953. The inspiration came from the details of the equestrian world since we know Gucci had a successful history in saddles and accessories for horseback riders. In 1955, this hardware was used on a handbag for the first time (Kaitlin). You can see the original and current version of the Horsebit bag in the pictures.

Horsebit bag was created in the 1950s when the fashion style was not restricted to the feminine shape but became less structured and more neutral (Kaitlin). And it is interesting to see the concept of neutrality also become a topic of concern today, especially for our current target consumers.



GUCCI ORIGINAL HORSEBIT  
SOURCE: PURSEBLOG



GUCCI CURRENT HORSEBIT  
SOURCE: GUCCI

## Free-Spirit & Genderless Gucci Horsebit

In 1958, Gucci published a bag to fit gracefully under the shoulder. It was called Constance, which is unisex and cut from malleable leather. The bag has changed the name to Jackie in the 1960s and has remained popular ever since it received Kennedy's approval (Gill).

When we look at the 1960s, that era represented a free-spirited hippie style (KARINA). Jackie's half-moon shape and loose strap design fit the casual and free spirit of the times. And we can see Jackie appeared in various periods of Gucci. In 1998, Tom Ford reissued Gucci Jackie, featuring explosive materials and colors. In 2009, Frida Giannini also reinvented it. She enlarges it and plays with bamboo. In 2020, Michele brought the Jackie bag back again. It not only embellished with contemporary details but also meant to be worn by anyone, regardless of gender identity (Icon-Icon).



KENNEDY WITH JACKIE. SOURCE: PINTEREST



JACKIE BY TOM FORD  
SOURCE: POSHMARK



JACKIE BY FRIDA  
SOURCE: GLAMOUR



JACKIE BY MICHELE  
SOURCE: GUCCI



# OPPORTUNITIES

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GUCCI SYLVIE. SOURCE: GUCCI

## Space Gucci Sylvie

The first Sylvie bag was created during a monumental moment of history—when astronauts first touched down on the moon in 1969. The distinctive element is the gold-toned chain and buckle closure (RAVEN).

The Sylvie bag was born in the days of the space age. At that time, designers like André Courrèges, Paco Rabanne, and Pierre Cardin, also have attempted to sartorially predict what the future holds for society in the era of space-age fashion. The picture on the left is an example. The space-age caught the imagination of the fashion world and changed how we all dress. Now space is coming back. For example, in 2017, Karl Lagerfeld docked a rocket ship for his Chanel show as the models walked around it in astronaut-print frocks. (Singapore).

Also, events and news like the 50th anniversary of the Apollo 11 moon landing, President Trump's plans for a new Space Force; and NASA's plan to open the International Space Center to tourists, all are bound to set off the trend once again (Friedman).

# OPPORTUNITIES

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PIERRE CARDIN COSMOCORPS COLLECTION 1968  
SOURCE: GETTY IMAGE



CHANEL SHOW 2017. SOURCE: THE NEW YORK TIMES

# CHALLENGE

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SOURCE: INSTAGRAM @ALESSANDRO\_MICHELE

The first challenge is about promotion . We see that Gucci's advertisements have been pointed out for lack of diversity (Carrera). For example, Gucci's movement drew inspiration from Hollywood music films but did not portray the people of color who made history in Hollywood. Although the creative director of Gucci released this photo afterward with the text 'I love all colors', Gucci still needs to pay attention to the diversity. Therefore, our global anniversary event needs to be diversified and carefully considered during marketing to avoid public relations crisis.

I would have to agree with you to a certain extent. I love Gucci but they are not consistent. I'm very picky and will inspect everything before I pay. A lot of their products on display either have scratch, scruffs or marks on them and the stitchings were very sloppy. Overall LV is still superior, IMO and so is the general public.

You might say that this is just one incident. However, I remember my girlfriend had to return a gucci clutch because the threads on there were all fuzzy and unevenly sewed. The leather even has tiny scratches on it. She finds that most of her gucci bags don't stand well in time as her LV or Chanel bags. Also, I've heard of many quality issues with gucci customers in the past on the internet as well.

I totally agree with you!!! I just bought a guccissima messenger bag at gucci store, I also inspected the bag before I purchased, the first one the sales person showed me had fuzzy stitches, she tried to cut it off and then she made it worse. She showed me two more, and they all have some problem, not major, but noticeable. Customer service experience for me was not pleasant, sales person not very friendly and kinda rude.....makes me think twice before I shop at gucci store again.....🙄

In my personal experience, most Gucci SAs are also very rude, snotty, and \*\*\*\*\*! You can feel the ugly energy the moment you walk into their store. I recently had an unpleasant experience from them so I will no longer shop at the Gucci store. I'll take my business to Saks.

SOURCE: PURSEFORUM

Another challenge is quality . In 2017, Gucci was exposed to quality problems in China according to a report check by the Beijing Bureau of Industry and Commerce in the merchandise category of bags. The report mentioned 25 brands and Gucci is one of them (Zheng et al.). Also, in our investigation, we found discussions about the quality of Gucci bags on the Internet. Although many people like Gucci very much, the quality problem still bothers them. We see quality problems also exist in other brands such as Chanel, LV, Hermes, etc., the quality of Gucci bags is significantly lower than other brands (PurseForum). Therefore, we hope that this anniversary event can lead consumers to review and relive Gucci's high-quality materials and craftsmanship in leather goods, in order to reaffirm the quality of the brand.



# TARGET CONSUMER INSIGHTS

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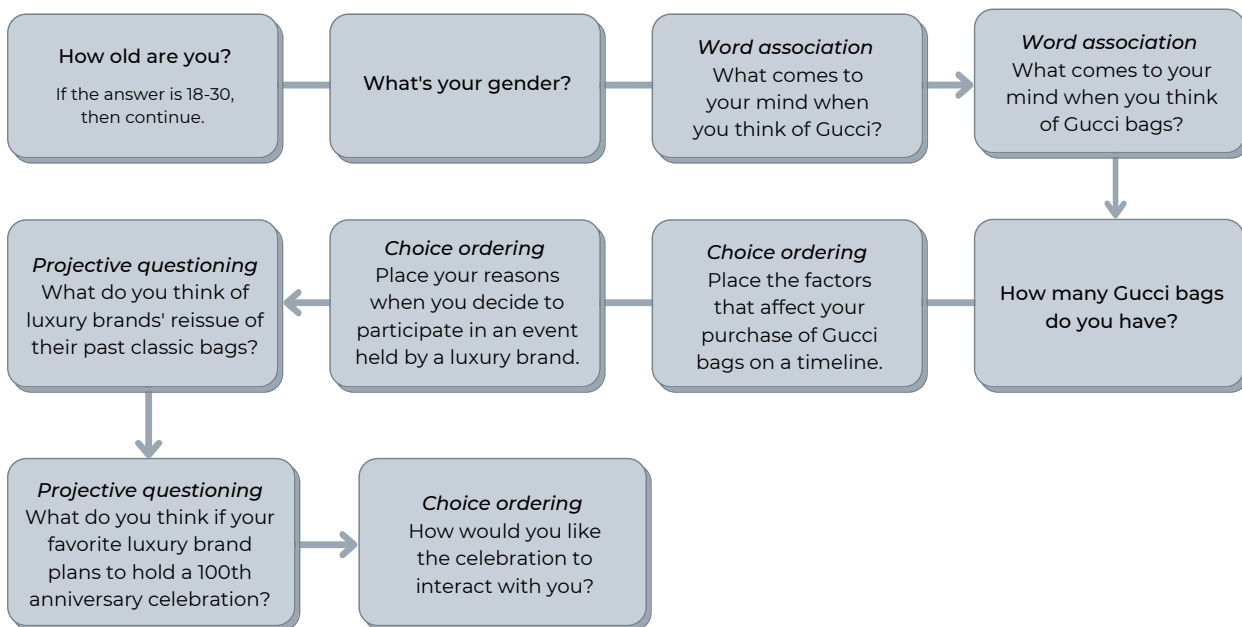
Our ultimate goal is to best promote Gucci's 100th anniversary by re-issuing Gucci's iconic bags. And according to this research, we are able to create the right value and direction when implementing our event and generate feasible insights for the creative development of the promotion.

In this research, first of all, we are using secondary research to collect data and information on Millennials and Gen Z. Then, we are using primary research, which conducts a questionnaire survey for the focus group.

Our strategy is to find out how the image of Gucci and Gucci bags is stored in the memory of consumers. We also want to discern the reason why consumers decide to attend events held by luxury brands. Then we are going to research consumers' perceptions and attitudes towards luxury brands reissuing their bags and holding anniversary events, and finally figure out how to best reach our target consumers through promotion and which methods can best achieve our goal.

# TARGET CONSUMER INSIGHTS

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We collected feedback from 31 participants, including 12 males and 19 females. They are all 18 to 30 years old and come from China, South Korea, and the United States

## TARGET CONSUMER INSIGHTS

**Q1: What comes to your mind when you think of the brand Gucci?**

Through their association with the word Gucci, we can find that many people came up with the keywords, such as luxury, logo, retro, expensive, and only a few people mentioned red and green, collaborations, new designer, neutrality, floral print, etc. One more point is that two participants mentioned the song Gucci Gang. The vast majority of participants have the correct perception of the brand Gucci, especially the representative elements of the brand, but only stay on the surface.



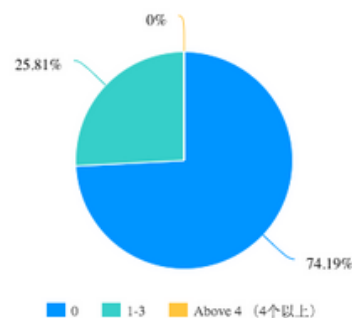
**Q2: What comes to your mind when you think of Gucci bags?**

Through this question, we can understand the basic perception and attitude of consumers towards Gucci bags. When it comes to Gucci bags, many people think of its brand logo and some elements, such as Horsebit, Jackie, Marmont, and Dionysus. A few people put forward keywords like quality, gift, icon, and heavy. It is worth noting that only one man made it clear that he does not like Gucci bags. It can be seen that most people give positive or at least neutral feedback to Gucci bags, and they have some knowledge about them. And although we found in the previous secondary research that consumers feel troubled by the quality, in the questionnaire, participants did not express a negative attitude.



Q3/4: How many Gucci bags do you have? PLace the factors that affect your purchase of Gucci bags on a timeline.

Of the 31 people surveyed, 23 people (74%) did not have a Gucci bag, and only 8 people (25%) had 1 to 3 bags. Among the 8 people who have bought Gucci bags before, design, matching their style, treating themselves, and classic are the main reasons for the purchase.



SOURCE: SURVEY

# TARGET CONSUMER INSIGHTS

## Q5: Place your reasons when you decide to participate in an event held by a luxury brand.

The main factors that promote consumers to participate in activities organized by luxury brands are interesting themes, invitations, meaningful events, and good venues and interior design. The latest trends of the brand or activities that contain special content and interactions will also bring a certain appeal. Surprisingly, the driving factors of celebrities and social media influencers are actually the smallest.

选项	平均综合得分	比例
Interesting theme 有趣的主题	6.06	
Receive invitation 得到邀请	5.03	
Meaningful event 有意义的活动	4.35	
Nice place & interior design 好的场所和室内设计	3.58	
Want to know the latest brand trends 想要了解品牌最新动向	2.9	
Unique content and interaction 活动包含特别的内容和互动	2.61	
Celebrities involved 有明星参加	1.65	
Want social interaction 想要社交互动	1.61	
Social influencer / KOL effect 社交媒体影响者的影响	1	
Follow the trend 跟随热度	0.61	
Recommendation 推荐	0.58	

SOURCE: SURVEY

## Q6: What do you think of luxury brands' reissue of their past classic bags?

More than 70% of the participants expressed a positive attitude towards this behavior. They think this is a way of looking back at history and looking forward to the future, a tribute to the classics, and a good opportunity for brand followers to collect the classic bags. Some participants said that while reviewing classics, the brand also needs to innovate or involve new elements. And very few participants hold a negative attitude, thinking that this is just a means of consuming the public.



SOURCE: SURVEY



# TARGET CONSUMER INSIGHTS

## Q7: What do you think of if your favorite luxury brand plans to hold a 100th-anniversary celebration?

More than 80% of the participants expressed a positive attitude towards the event. They believed that the luxury brand's anniversary event is worthy of attention and participation. It is a very meaningful event and worth following. They also look forward to the possible new design, venue layout for the event, and creative expressions. And a few participants think that this activity is another kind of sales event. But overall, the results are positive.



SOURCE: INSTAGRAM GUCCI

## Q8: If a luxury brand celebrates its 100th anniversary by reissuing its past classic bags, how do you hope this event will connect and interact with you?

Through this question, we have collected opinions on how to do promotion in the future. The most popular way among participants is to innovatively display the story behind the bags and bag exhibitions including virtual exhibitions. Then, making small leather goods, video games, and social media interaction are followed behind. This result is also in line with our previous secondary research.

选项	平均综合得分
Show the bag story innovatively 创新地展示包包背后的故事	4.23
Handbag exhibition (include virtual exhibition) 包展 (虚拟包展)	3.87
Making small leather goods 制作小皮具	3.1
Video games 游戏	2.9
Social media interaction 社交媒体互动	2.61
Special film 特别制作的电影	1.84
Livestream event 直播活动	1.35
Celebrities involved 明星参与	1.1

SOURCE: SURVEY

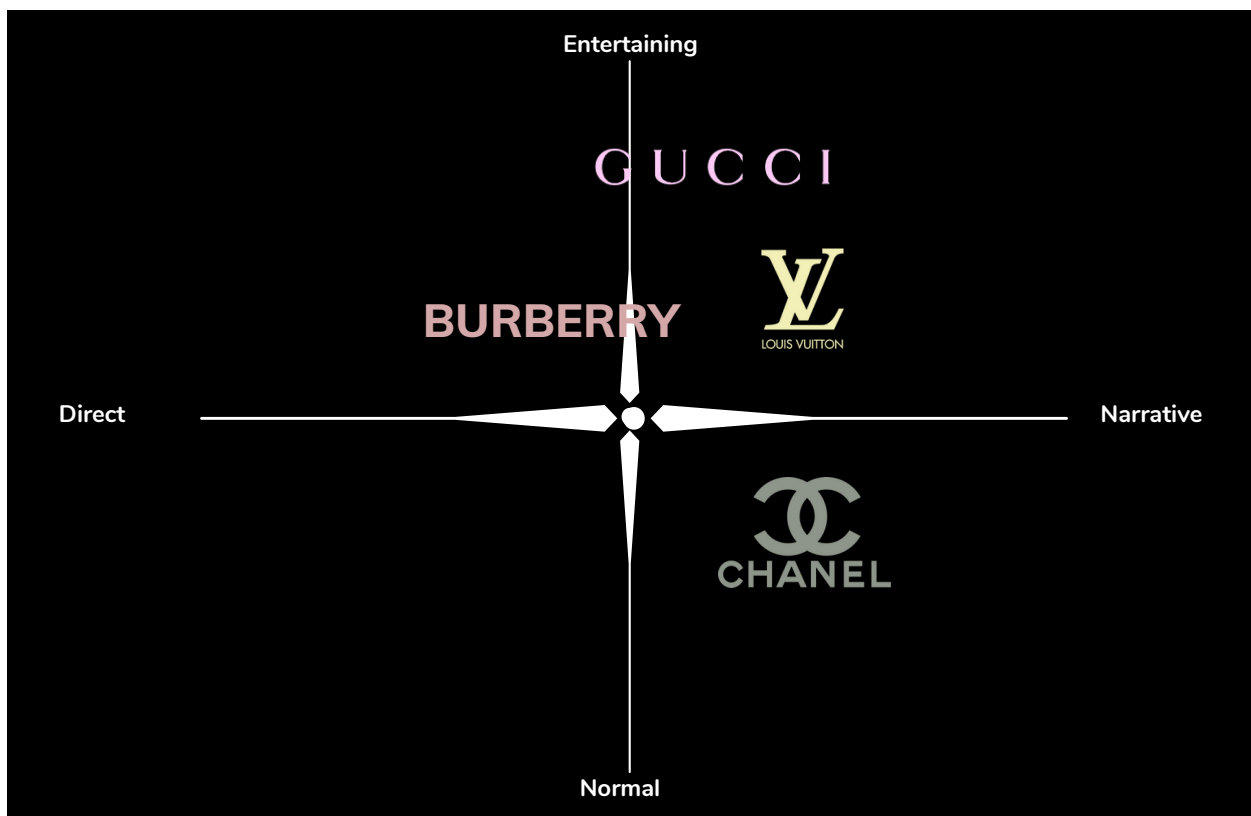
# POSITIONING STRATEGY



SOURCE: GUCCI FACEBOOK

All these insights can lead to the conclusion that Gucci's anniversary event will be targeted, multi-channel, narrative, and entertaining. First of all, the core group we target is millennials and Gen Z. Our promotional activities include both digital and physical methods. In terms of digital platforms, we will use a combination of video games and storytelling to show the stories and meanings behind the bags. This form of promotion has not been used by our competitors, which makes our campaign out of the scope of ordinary advertising and achieves the entertaining and narrative goals we set. Although an offline exhibition is a general form of promotion and our competitors have held similar activities before, this format still fits the positioning of our campaign. The offline exhibition helps create an immersive space and a narrative atmosphere for consumers and also provides opportunities to watch handbags up close.

According to our previous competitor analysis, Louis Vuitton always ensures that every bag it sells has a story, and Chanel is also an expert at using stories to promote its products (we can see that its official website has an Inside Chanel", which contains all narrative videos of its most iconic products). In terms of entertainment, Gucci keeps up with the times and uses Livestream, movies, games, and other methods to establish contact with consumers; but it is not difficult to see the innovative measures of Louis Vuitton and Burberry. Both brands already tapped into gaming.



# **3 | THE IMC PROCESS PART B**

# COMMUNICATION OBJECTIVES

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**Create Awareness**



**Generate Interest**



**Cultivate Preference**



**Change Behavior**



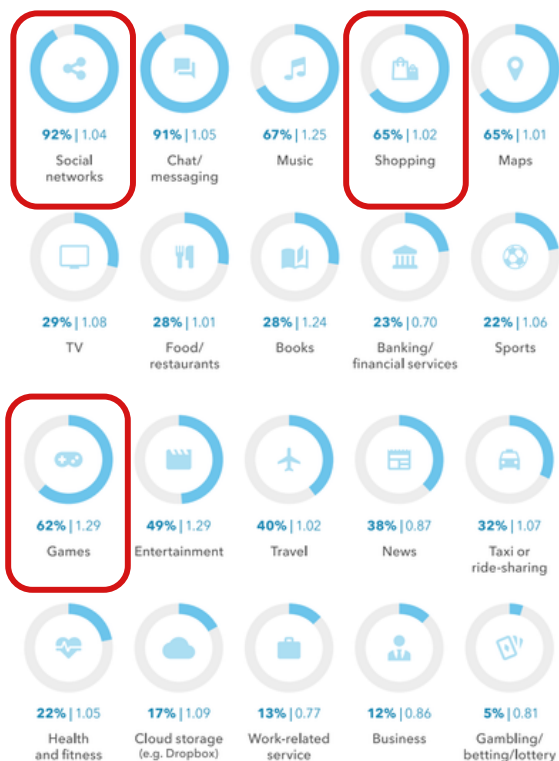
The communication objectives will follow the marketing funnel from consumers' awareness to the final purchase action. First, we use top-of-mind awareness to create consumer awareness. It is not difficult for Gucci since it already has a certain brand influence, especially in certain categories, such as apparel and bags. In this process, we want to establish a connection between the Gucci anniversary and Gucci's past classic bags. Second, we want to increase consumer interest in the Gucci anniversary by utilizing video games and storytelling. Then we will cultivate the preference of the target consumer for our event during the marketing process. Eventually, we will achieve the purpose of enhancing brand loyalty and influencing consumers' buying behavior.



# COMMUNICATION MIX

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## PRIMARY MEDIUM MOBILE



SOURCE: BUSINESS OF APPS

Our primary medium is mobile. We have seen the strong impact of mobile devices, especially in millennials and Gen Z. Mobile has been an integral part of the lives of millennials and Gen Z. 78% of Gen Z and 74% of millennials think their mobile device is the most important online device. According to a survey report by Snapchat, 95% of Gen Z have smartphones and they spend an average of 4 hours and 15 minutes on mobile phones every day (Freer).

This picture shows the percentage of Gen Z using different types of mobile applications. There are 92% of Gen Z using social network apps on mobile, 65% shopping through mobile apps, and 62% playing games on mobile apps. Also, 33% of Gen Z and 40% of millennials identify themselves as mobile gamers. There are 47% of Gen Z playing mobile games for 11 to 30 minutes at a time. And there are more than 10 games on their mobile phones, they also tend to download more new games than millennials or other groups (Freer).

However, with the influx of apps competing for smartphone users' attention, getting users to install that app into their phone is only half the battle. The real battle is in keeping the users from uninstalling the apps. App users are generally fickle. The worse thing is that there are unlimited apps competing for space on their smartphones. According to Localytics, Most users (81%) will uninstall an app within 30 days if it is dormant. This situation has pushed the function of mobile app notification (Rudolph).

According to our research, push notifications boost app engagement by 88% and 65% of users return to an app within 30 days when push is enabled. Sending push notifications can increase app retention rates by 3-10 times. Users who opted in to push notifications are retained at nearly 2 times of the rate of those who are not. And sending just one onboarding-related push notification to newly acquired users during the first week after they have installed your app can increase retention by 71% over two months. Figure 1 shows one weekly push notification is the most appropriate frequency. These data provides a basis for us to choose mobile as our primary medium (Rudolph).



FIGURE 1. SOURCE: INVESEP



THE

GUCCI APP INTRO VIDEO. SOURCE: NSS MAGAZINE  
[HTTPS://DATA.NSSMAG.COM/VIDEOS/GALLERIES/22620/GUCCI-APP-NEW-NSS-MAGAZINE-1.MP4](https://data.nssmag.com/videos/galleries/22620/gucci-app-new-nss-magazine-1.mp4)

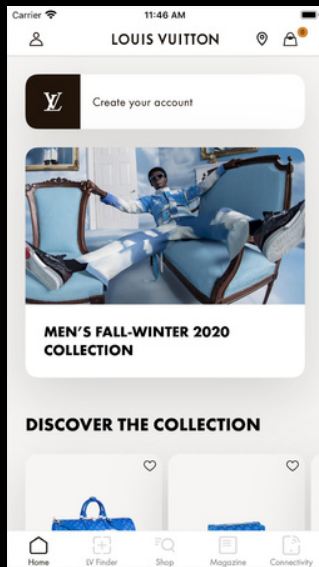
Gucci App is available for both iOS and Android systems and contains many functions. First, the latest collection will be displayed on the homepage. Each collection will have a detailed introduction and some interactions designed by Gucci. For example, the quiz on the middle picture. Although consumers cannot directly purchase products in the app, products will be displayed in each collection with a purchase link. Clicking on the picture will be directly sent to the Gucci official website to make a purchase.

Secondly, there is a virtual try-on section, containing various product categories, such as watches, sneakers, lipsticks, eyewear, nail polish, hats, and decor. Consumers can also watch Gucci's fashion shows and lookbooks in the Runway section. The app features Gucci Arcade, including 12 small games. The newest one requires an additional purchase price of \$0.99. This section leads consumers to different games along their journey and also features some history and icons of Gucci, such as Gucci Bee. Players are encouraged to collect the badges and discover the story behind them. As a result, players can share it on social media. The last section is a podcast, currently having 15 audios.

Gucci does spend a lot of time and energy on its mobile app. The purpose is to welcome direct e-commerce sales and to push people to visit Gucci stores. When customers look for Gucci products online, department stores and other wholesale partners are competing for search traffic to gain sales. So, the mobile application becomes a way to ensure that the brand gets sales. According to the CFO at Kering company, the attention to the mobile app comes at a time when Gucci's mobile traffic and sales are seeing double-digit growth.

However, in fact, the mobile app is not a place where brands across the board are investing. According to the 2017 fashion report of digital intelligence company L2, most of the mobile apps of fashion brands have disappeared from the radar: 44 percent of the brands have removed their apps from the app store, while 29 percent hadn't updated their apps in at least a year. Only 27 percent remained active (all from Milnes).

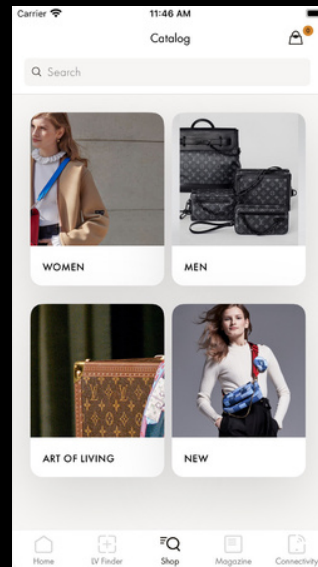
# COMMUNICATION MIX



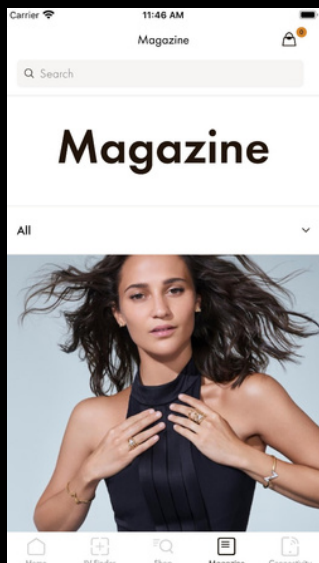
HOME



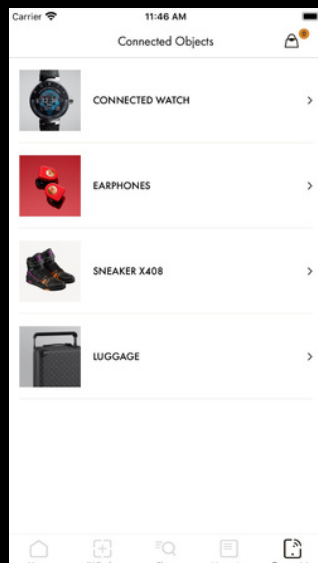
LV FINDER



SHOP



MAGAZINE



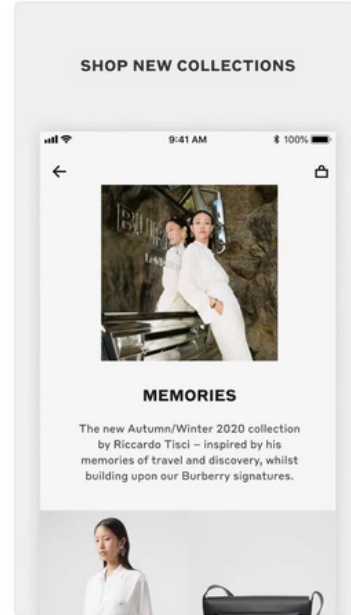
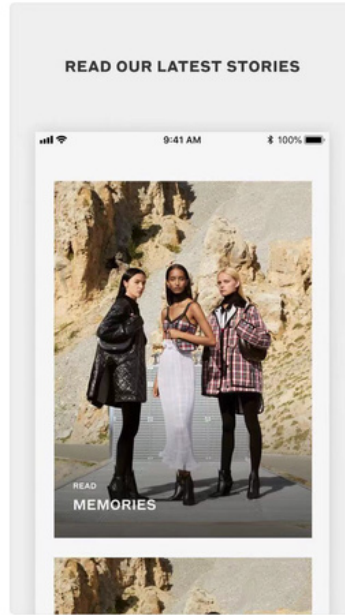
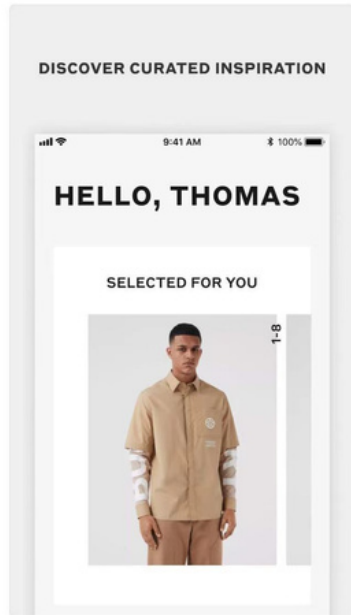
CONNECTIVITY

Louis Vuitton has its mobile app. You can find it by searching for Louis Vuitton in the mobile app store. The functions of Louis Vuitton App include latest news on homepage, LV finder, online shopping, LV magazine, and connectivity area. In the LV Finder, consumers can take photos around them, and use the Finder to analyze the photos. Then LV Finder will suggest a list of similar Louis Vuitton products (LV App).

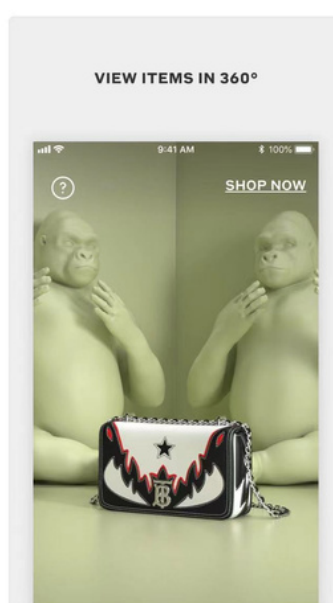
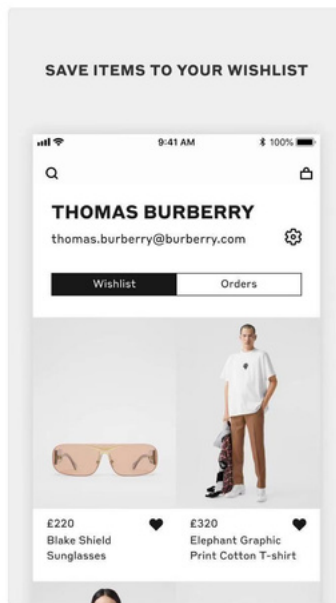
SOURCE: APP STORE



# COMMUNICATION MIX

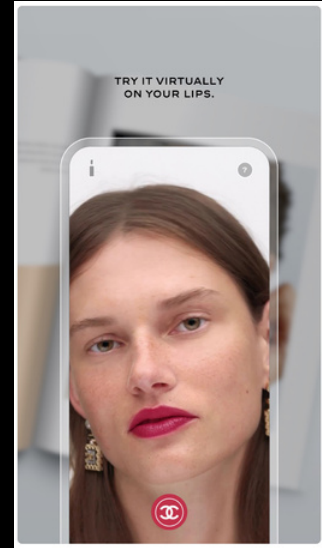
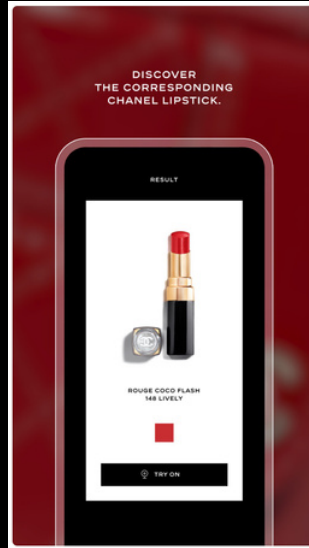
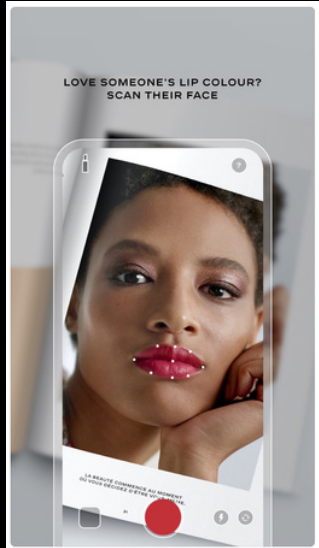


Burberry also has its own app and you can find it in the mobile app store. Consumers can use Burberry App to discover and purchase the latest collections and explore personalized and shoppable stories, which are called Memories in the app. Also, consumers can view products in 360 degree (Burberry App).

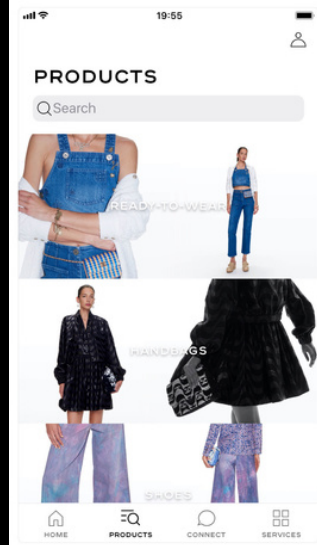


SOURCE: APP STORE

# COMMUNICATION MIX



LIP SCANNER

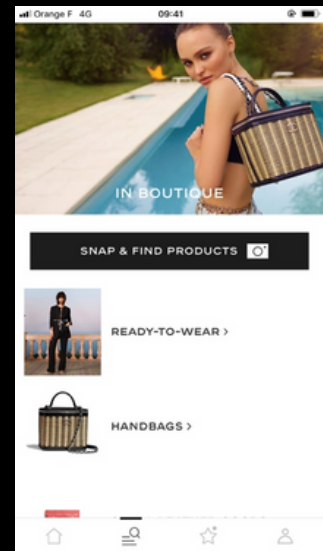
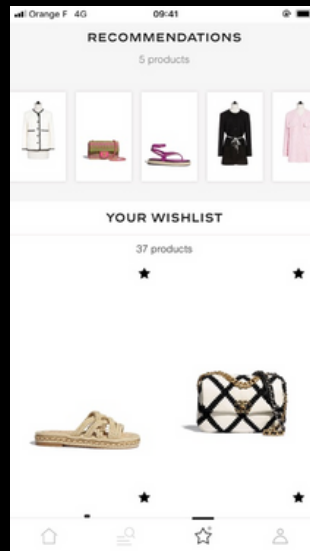
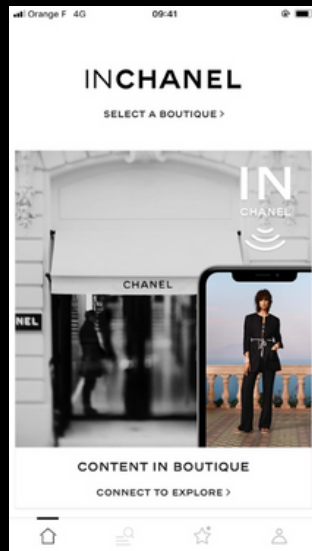


CHANEL FASHION

Chanel has three apps in total. The app called Chanel Fashion is to display Chanel products and various collections. Consumers can explore and purchase products there. The second is called Lip Scanner, and its main function is to try on the lipstick color virtually (Chanel Fashion & Lip Scanner).

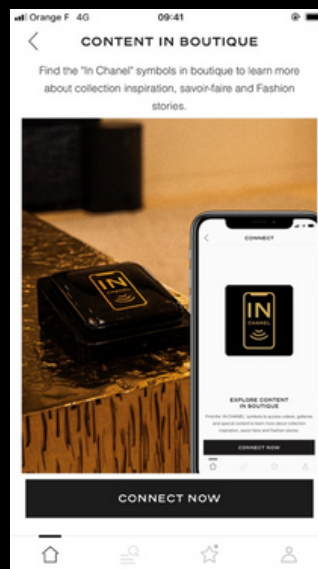
SOURCE: APP STORE

# COMMUNICATION MIX

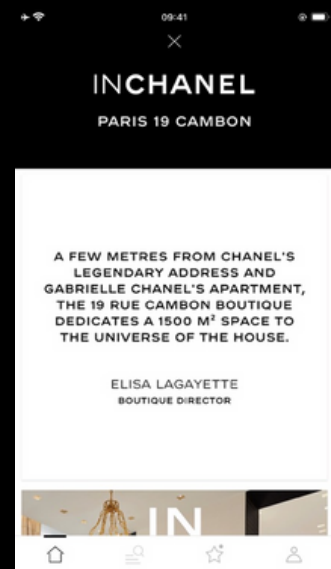


The third one called InChanel can only be used after receiving an invitation. This app is exclusively available in selected Chanel boutiques, which offers consumers to live a personalized experience in the boutiques. For example, when visiting the boutiques, consumers can access the full range of Fashion collections, find product information by using their camera, receive personalized suggestions from Fashion Advisor based on their wishlist, and explore exclusive content (InChanel).

We can conclude that the functions of the Louis Vuitton app and the Burberry app are more basic, as well as the Chanel Fashion and Lip Scanner, while the app InChanel is more personalized and exclusive. So, in contrast, the Gucci App has more diversified functions, and the unique selling proposition is the game function, which not only brings a high degree of entertainment but also features some brand history and icons. This is also the reason why we choose to use the Gucci App and take advantage of the Gucci Arcade.



INCHANEL



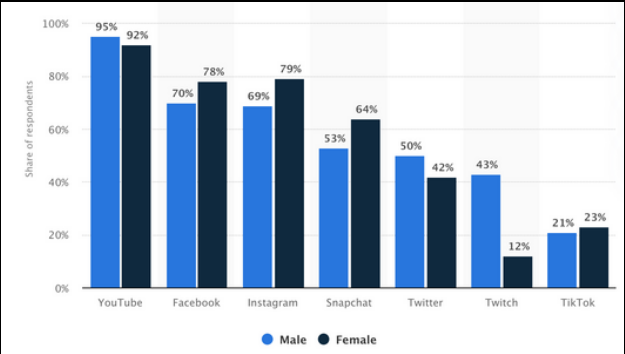
SOURCE: APP STORE

SECONDARY MEDIUM  
SOCIAL NETWORKS

We are calling out social media: YouTube, Facebook, and Instagram because they are the top three platforms that reach millennials and Gen Z the most (Statista).

YouTube has more than 2 billion logged-in users every month. YouTube is the second most visited website in the world, following its parent company Google. It is also the world's second most used social platform, closely following Facebook. The reach of YouTube among millennials and Gen z has reached more than 90%. People watch more than 1 billion hours of videos on YouTube every day. Viewers 18 and older spend an average of 41.9 minutes on YouTube every day. And 70% of viewers bought a product after seeing it on YouTube (Newberry).

Therefore, 78.8% of marketers say that YouTube is the most effective video marketing platform. 70% of short ads on the platform significantly increase brand awareness. And 90% of ads on YouTube drive a lift in brand recall (Zote).



SOURCE: STATISTA

Their Favorite Social Platforms to Use Now		
13-18-year-olds	19-25-year-olds	26-37-year-olds
1. Instagram	1. Instagram	1. Facebook
2. YouTube	2. TikTok	2. Instagram
3. Snapchat	3. Snapchat	3. YouTube
4. TikTok	4. Facebook	4. Twitter
5. Twitter	5. YouTube	5. TikTok

Source: YPulse Survey n=1000 ages 13-39 | April 2020

SOURCE: YPULSE

# COMMUNICATION MIX

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Facebook has 2.74 billion monthly active users and covers 59% of the global social network population. 500 million people use Facebook Stories daily (Newberry). The reach of Facebook among millennials and Gen Z has reached more than 70%. Facebook users spend 34 minutes on the platform every day (Statista). Facebook ads have an audience of 2.14 billion, and users click on 12 ads a month on average. The average engagement rate for Facebook video posts is 0.26%, compared to the 0.18% of average engagement rate overall (Newberry).

Instagram has nearly 1 billion monthly active users and we can see that this number is growing. Half of the monthly active users on Instagram log in every day, and the story alone has more than 500 million daily active users. 63% of Instagram users check the app at least once a day, and 42% open the app multiple times on the same day. What's more, the reach of Instagram among millennials and Gen Z has also reached more than 70% (Gotter).

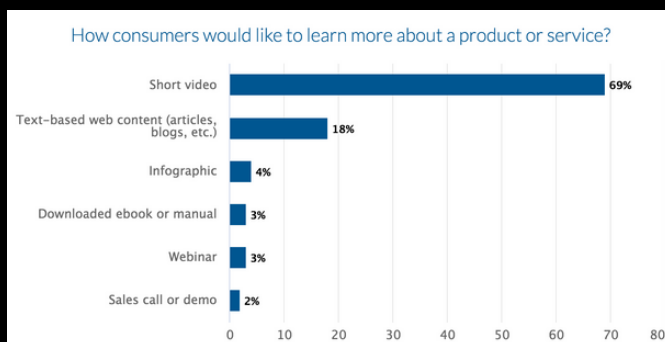
Video content gets the most engagement on Instagram. And compared with Facebook, the average engagement rate of Instagram pictures is 23% higher than that of Facebook pictures. Also, brands on Instagram often see engagement levels of around 4% of their total followers. The participation rate of brands on Instagram is 10 times higher than that on Facebook (Gilbert).



Combining these data, we hope to use the powerful influence of YouTube video marketing to help us better promote the Gucci anniversary. Compared with Facebook and Instagram, although Instagram's user base is smaller than the user base of Facebook, Instagram's user engagement rate is much higher. And since the base number of Gucci's Instagram followers is twice as much as that of Facebook, and user participation and interaction from Gucci's Instagram is significantly higher than that of Facebook, so we decide to utilize Instagram to do advertising.



Meanwhile, we will focus more on the video format. According to our research, in 2021, 86% of companies will use video as a marketing tool. By posting videos on social media, 93% of companies are able to win new customers. 87% of video marketers agree that video marketing has brought them a good return on investment. After watching the video, 84% of consumers said they have been persuaded to buy a product or service. Video content is twice as likely to be shared by Internet users as posts, articles, still images, product pages, etc (All information from Gilbert).



SOURCE: FINANCES ONLINE

Finally, we concluded that our primary medium is mobile and our secondary medium is social networks. Our promotion plan is starting with social media to increase the awareness and visibility of the event, to encouraging consumers to participate in mobile games, and then back to social media to create user-generated content. So, the synergy among these two media is mainly reflected in the close connection between video games on mobile and social networks.

## HOW TO ADDRESS OBJECTIVES

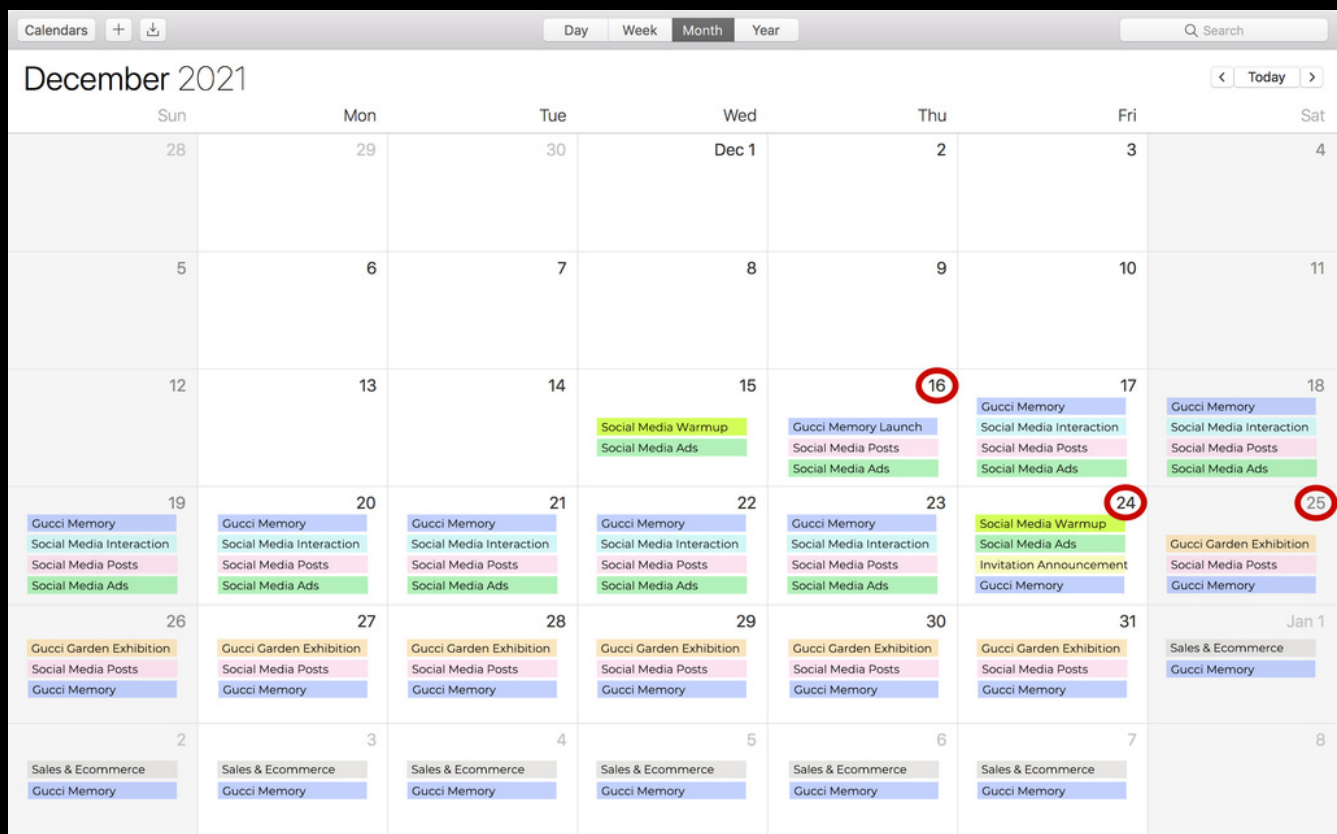
we not only choose mobile and social networks as our communication mix but also involve interactive marketing and offline exhibition. As we all know, ads on social networks will build awareness to motivate consumers' further action. The purpose is to increase the flow of the Gucci anniversary and remind customers about our bags, stories, and video game. Then video games on mobile generated interest, emphasizing entertainment and story narration. Moving from liking to want affects customer perceptions and attitudes towards the brand. Ideally, customers can establish an emotional connection with the brand. Interactive marketing is also changing the behavior of consumers, such as taking action in the form of participating in offline activities and sales. Offline activities and visual merchandising provide the consumer with an enhanced in-store experience.

# TIMELINE AND SCHEDULE

## MEDIA IN DISCIPLINES

We group the chosen media into disciplines. One is direct marketing, including social networks and mobile, one is out of home, including offline exhibition.

## TIMING OF CAMPAIGN



This picture shows our campaign schedule. We will use more exposure at the beginning of the cycle. Some explanation about the colors: purple represents our game Gucci Memory; pink represents regular social media posts; green means advertising on Instagram and Youtube; blue represents consumer user-generated content, which also means the social media interaction with Gucci; orange represents the offline exhibition; grey represents sales and e-commerce after the event.

# TIMELINE AND SCHEDULE

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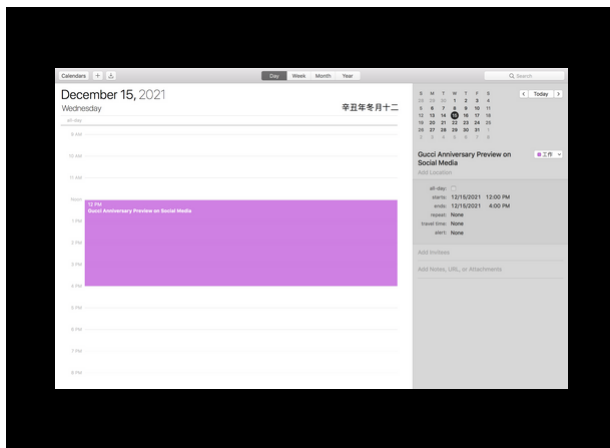
Our campaign starts on December 15th, and we will post a notice on all Gucci social media accounts on that day. And at the same time, we will post ads on Instagram and YouTube to start the warm-up. The content is about Gucci holding an anniversary event, reissuing Gucci's past classic bags, and the new game Gucci Memory. Then our game will be officially launched on December 16th and runs through the entire event cycle.

In the coming week from December 17th to December 23rd, we will publish daily social media posts and place advertisements on Instagram and YouTube (as you can see the pink and green boxes). The content will focus on promoting Gucci Memory and encouraging consumers to create user-generated content. You can also see the blue boxes - social media interaction are running through this week.

The social media interaction stems from Gucci Memory, and the interaction performance will also determine who will receive our invitation to the offline exhibition. We will release the invitation announcement on December 24th through the Gucci App notification. Because of the pandemic restrictions on offline activities, this invitation has the priority for consumers to participate in our offline exhibition.

Our offline exhibition will start on Christmas Day, December 25th, and end on December 31st. And after the exhibition, it will be mainly sales and e-commerce. But the game Gucci Memory will always be online and on Gucci App.

# TIMELINE AND SCHEDULE



**Global Best Times to Post on TikTok**  
Eastern Standard Time

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	2 AM			5 AM		
6 AM	4 AM	7 AM				7 AM
	9 AM	8 AM	9 AM		11 AM	8 AM
10 AM			12 PM			
				1 PM		
			7 PM	3 PM	7 PM	4 PM
10 PM		11 PM			8 PM	

"Best times to post as calculated by Influencer Marketing Hub after analyzing more than 100,000 global TikTok posts and engagement rates."

SOURCE: INFLUENCER MARKETING HUB

Here is the specific time of posting on social media and advertising on Instagram and YouTube. According to our research, the best time to post on Facebook and Twitter is at 12 pm on Monday, Tuesday, and Wednesday (Tien), and the best time to post on Instagram is at 12 pm from Monday to Friday (Tien). The advertisement will also be published during this time. For video media, we will release more content on weekends. So we will publish videos and ads on YouTube at 2 pm on Thursday and Friday and 10 am on weekends (Weiss). This picture shows the global best time to post on TikTok. So, we will publish videos on TikTok at 9 am on Thursday, 1 pm on Friday, 11 pm on Saturday, and 7 am on weekends (Influencer Marketing).



# BUDGET

Direct Marketing	Social Networks At the Beginning
Objectives	Awareness - Making consumer aware of the event and motivating future action
Tasks	Event preview posts will be released on all social media accounts to attract our target consumer. Also, Gucci will prepare short video preview ads on Instagram and YouTube.
Cost	Instagram CPM: \$6.9 Total Cost: $X/1000 * 6.9$  YouTube CPM: \$11.8 Total Cost: $Z/1000 * 11.8$
ROI	= Conversion rate of social networks to Gucci App & Gucci Memory

## Take US as an example

### Instagram cost:

Instagram users in US: 112 million (Statista)  
 18-34 account for: 55% = 62 million (Statista)  
 High earned account for: X  
 The total impression:  $X/1000$   
 Instagram CPM: \$6.9 (Gizzatullina)  
 Total cost:  $X/1000 * 6.9$

### YouTube TrueView Ads cost:

YouTube users in US: 126 million (Statista)  
 18-34 account for: 63% = 79 million (Statista)  
 High earned account for: Y  
 Watched for 30s account for: Z  
 The total impression:  $Z/1000$   
 Average CPM: \$11.8 (Benchhacks)  
 Total cost:  $Z/1000 * 11.8$

The first is social networks. In the beginning, the advertisements on social networks aim to make consumers aware of the Gucci Anniversary and motivate their future action. The pre-heated posts will be published on all Gucci social media platforms to attract our target consumer. And Gucci will prepare short video preview ads on Instagram and Youtube.

Regarding the cost, I took the U.S. as an example and calculated the estimated cost with the price of CPM. For example, Instagram has 112 million users in the United States, and 55% are 18 to 34 years old, which is 62 million (Statista). Then I set the number of high-income among this group as X since I didn't find the exact data, so the total impression is X divided by 1000. The Instagram CPM price is US\$6.9 (Gizzatullina), so the cost of advertising on Instagram is X divided by 1000 and multiply 6.9.

This formula is also suitable for calculating the advertising cost of YouTube. But the only difference is that when YouTube calculates the total impression, it can only be counted as an impression after the user has watched a video for 30 seconds. If the video is fewer than 30 seconds, then the user needs to watch the entire video (YouTube).

After we know that there are Y users aged 18 to 34 years old and also with high income in the U.S, we also need to know how many users in the group Y watched videos for at least 30 seconds (I set the number as Z), and then we can calculate the cost based on that. As a result, the average CPM of YouTube is \$11.8 (Benchhacks), and the total cost is Z dividing 1000 and multiplying 11.8.

Since the social networks' promotion just began, the ROI is measured by the conversion rate of social networks to Gucci App and Gucci Memory.



This is the budget of the Gucci App. The purpose of using the Gucci App is to develop consumers' understanding of our event and what it will do for our consumers. Gucci Memory will be created and released on the Gucci App. The game will also lead to creating user-generated content on social media by sharing the recommended outfit by Gucci with hashtags.

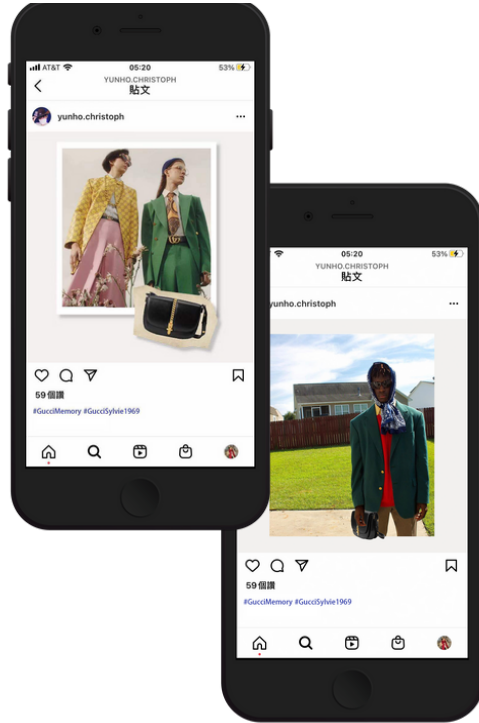
According to the research, the cost of a small 3D video game is between 20 and 60 thousand US dollars, so we took the median value, the cost is 40 thousand US dollars (Gupta).

Direct Marketing	Mobile - GUCCI App
Objectives	Understanding & Knowledge Developing consumer understanding of the event and what it will do for our target consumer
Tasks	The game Gucci Memory will be created and released on the Gucci App. The game will also lead to creating interaction on social media by sharing Gucci Outfit
Cost	\$ 40 thousand. The cost of a mini video game with 3D effect ranges from \$20-60 thousand (Gupta).
ROI	$= \frac{\text{The Ability to Interact} \times \text{The Number of Participants} \times \text{The Number of Interactions}}{(\text{the number of users of Gucci Memory} \times \text{conversion rate of this platform} \times \text{average order value} - \text{cost}) / \text{cost} \times 100\%}$

When measuring its ROI, we have two methods. From a short-term point of view, we choose to use the interactive ability of the game to measure the ROI, by multiplying the number of participants by the number of times of interaction. From a long-term perspective, we calculate the ROI through profit and cost. First, we need to get the approximate revenue, by multiplying the number of users by the conversion rate of the game and multiplying the average order value. Then, we can get the profit by subtracting the cost. Finally, we get ROI by dividing the profit by the cost.

# BUDGET

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The social networks during the event will become a stage for generating consumer attitudes and images towards the brand. The objective is to develop a mental disposition in the consumer to take actions to interact with Gucci and realizing the conversion from online to offline. We will encourage consumers to create user-generated content to increase engagement, and then achieve to increase the participation rate of our offline event and sales. The cost calculation is the same as before, but at this stage, the calculation of ROI will be profit and cost-oriented.

First, we need to multiply the total impression by the clickthrough rate of Instagram to get the estimated number of clicks. Then we multiply the number of clicks by the conversion rate of Instagram to get the estimated sales volume. Next, we multiply the sales volume by the average order value and subtract the cost to get the profit. Finally, we divide profit by cost to get the estimated ROI. The same formula is true for calculating YouTube's advertising ROI.

Direct Marketing	Social Network Posts During the Event
Objectives	Attitude & Image Developing a mental disposition in the consumer to take actions to interact with Gucci and realizing the conversion from online to offline
Tasks	Encouraging user-generated content to generate high engagement and interaction and then achieve to increase the participation rate of offline activities and sales
Cost	Instagram CPM: \$6.9 Total Cost: X/1000 * 6.9  YouTube CPM: \$11.8 Total Cost: Z/1000 * 11.8

How to Calculate Instagram Potential ROI
Step 1: Impressions * CTR = Estimated Clicks Median CTR on Instagram: 0.67% (Gizzatullina)
Step 2: Estimated Clicks * Conversion Rate = Estimated Amount of Sales Instagram Conversion Rate: 3.1% (Parikh).
Step 3: (Estimated Amount of Sales * Average Order Value - Cost) / Cost * 100%= Estimated ROI

How to Calculate YouTube Potential ROI
Step 1: Impressions * CTR = Estimated Clicks Half of all channels and videos on YouTube have an impressions CTR that can range between 2% and 10% (YouTube).
Step 2: Estimated Clicks * Conversion Rate = Estimated Amount of Sales The conversion rate of YouTube differs greatly.
Step 3: (Estimated Amount of Sales * Average Order Value - Cost) / Cost * 100%= Estimated ROI

# BUDGET

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GUCCI GARDEN. SOURCE: GUCCI



PARAPHERNALIA. SOURCE: GUCCI



Out of Home	GUCCI Garden Exhibition
Objectives	Behavior Getting the consumer to join our offline event or to purchase in Gucci.
Tasks	The Gucci anniversary bag exhibition will be held in the Gucci Garden Paraphernalia room. The full video of each bag will be played in Cinema Da Camera.
Cost	Since the location, staff, and bags are all provided by Gucci, we don't need to pay additional costs, except the cost of hiring two docents: \$2414 (\$21.55/hour * 8h * 7 days * 2) (PayScale).
ROI	=The Ability to Interact = Participation time * The Number of Participants * The Number of Interactions Per Hour. =(Revenue from the Exhibition - Cost) / Cost * 100%

The last part is the offline exhibition. The purpose develops into consumer behavior, getting the consumer to join our offline event or to purchase in Gucci. The Gucci anniversary bag exhibition will be held in the Gucci Garden.

Since we plan to hold an exhibition in Gucci Garden, the location, staff, and bags can be all provided by Gucci and there is no additional cost, except the cost of hiring two docents. According to our research, the average salary of Gucci based on the hourly rate is \$21.55 (PayScale). So if we calculate it with eight hours a day for a total of seven days, the total cost is \$2,414.

We have two methods for calculating the ROI, one is the ability to interact, by multiplying the participation time by the number of participants and the frequency of interaction per hour. Another method is profit/cost-oriented. We can get the ROI by using revenue generated from the exhibition subtract the cost and then divide the cost.

# CREATIVE IDEA DEVELOPMENT

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# CREATIVE IDEA DEVELOPMENT

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Our first creative idea is that we reissue six of Gucci's past classic and iconic leather goods to celebrate the 100th anniversary of Gucci and also to commemorate its brand heritage. We will also hold an exhibition for the selected bags in Gucci Garden, a museum dedicated to the iconic Italian fashion house, with classic clothing & handbag exhibits. The exhibition will begin on Christmas on December 25th, which means a new year, and it also means that Gucci will enter its new century and era.

Our second creative idea is still the combination of video games and storytelling. We will use Gucci App as the carrier to release the new Gucci video game "Gucci Memory", which combines customized 3D characters, immersive story narration, and recommended wear for selected bags. At the same time, Gucci Memory is also closely linked to social networks to achieve high participation and interactivity.

# **4 | MARKETING ASSESTS**



# EXECUTIVE SUMMARY

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The year 2021 is the 100th anniversary of the establishment of the brand Gucci. This will be a perfect time to celebrate its brand heritage and classics. Our initial inspiration and ideas for this project also came from this. The brand Gucci starts with leather horse accessories and became well-known for its high-quality luggage. In these 100 years of vigorous growth, Gucci has repeatedly endowed its classic and iconic handbags with innovative design and the significance of the times. Therefore, Therefore, we focus on Gucci bags, and the protagonists of the Gucci anniversary are a Gucci leather horse accessory and five Gucci handbags.

To attract more millennials and Gen Z consumers and enhance the transmission of playful, entertaining, and emotional value; we have combined 3D video game that is currently the favorite of the young generation, and at the same time integrated the plot and function of the story narration, and achieve to interact seamlessly with social media.

We plan to launch one leather saddle and five classic handbags from the past on a global level, in the form of a 3D video game on the Gucci App in December 2021. These six products represent the heritage and bond between the brand's history and the current era. Also, we plan to attract consumers through the publicity and promotion by user-generated content on social media, the placement of video advertisements on social networks (Instagram and YouTube), as well as the opening of an offline exhibition at Christmas, to achieve the anniversary with publicity effect and promote sales.



# MARKETING ASSETS

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## BAG SELECTION



GUCCI SADDLE  
SOURCE: WWD



GUCCI LUGGAGE  
SOURCE: CRFASHIONBOOK



GUCCI BAMBOO  
SOURCE: PURSEBLOG



GUCCI HORSEBIT  
SOURCE: PURSEBLOG



GUCCI JACKIE  
SOURCE: GUCCI



GUCCI SYLVIE  
SOURCE: GUCCI



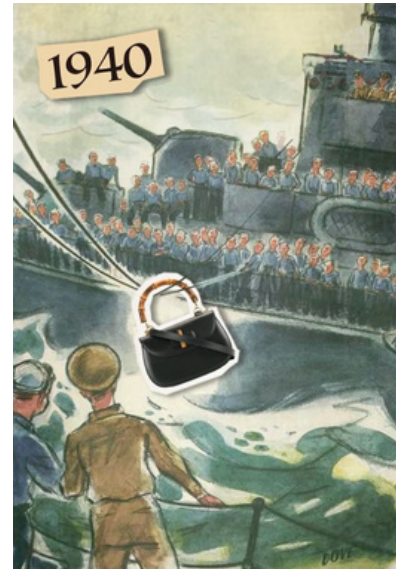
## GUCCI APP VIDEO STORYBOARDS



GUCCI SADDLE



GUCCI LUGGAGE



GUCCI BAMBOO



GUCCI HORSEBIT



GUCCI JACKIE



GUCCI SYLVIE

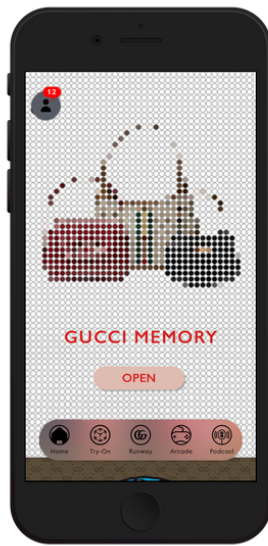
# MARKETING ASSETS

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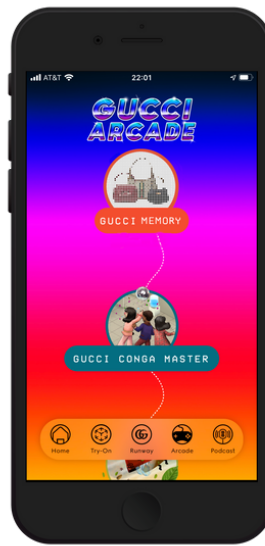
## GUCCI APP USER PROCESS



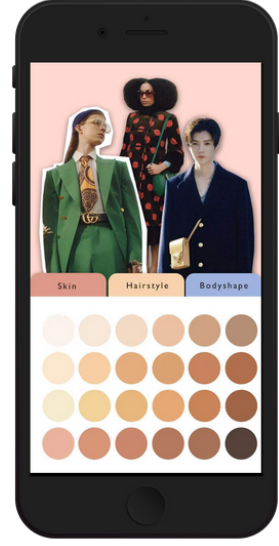
OPEN



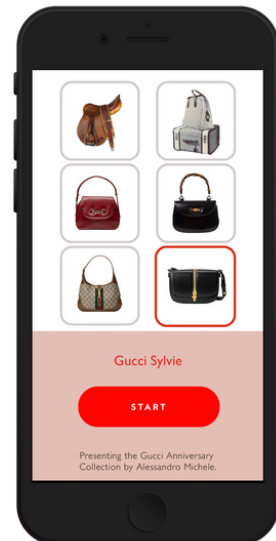
HOME



ARCADE



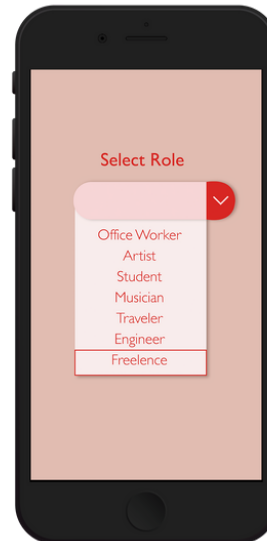
3D CHARACTER



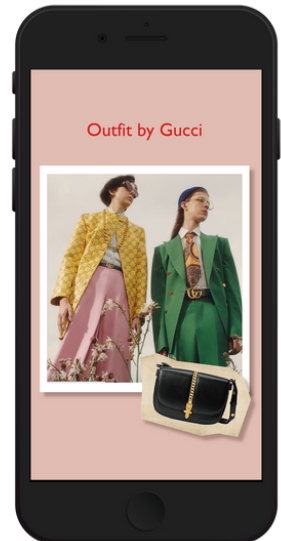
BAG SELECTION



BAG STORY



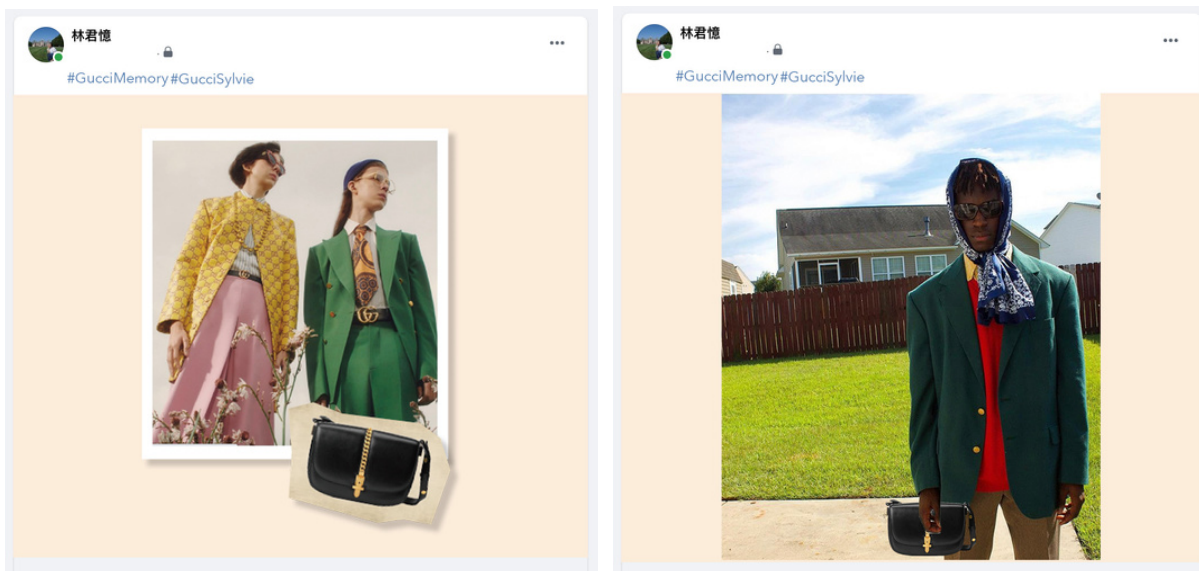
ROLE SELECTION



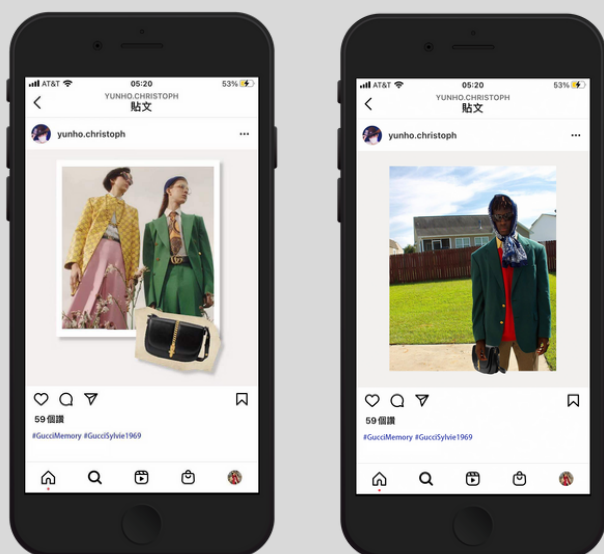
OUTFIT  
RECOMMENDATION

# MARKETING ASSETS

## USER-GENERATED CONTENT



FACEBOOK WEB MOCKUP



INSTAGRAM MOCKUP



APP NOTIFICATION MOCKUP

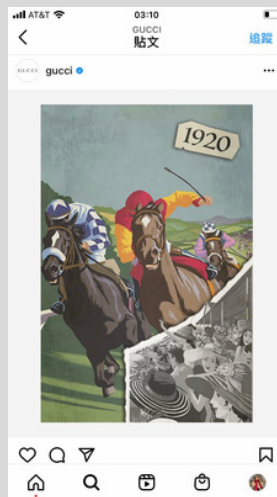
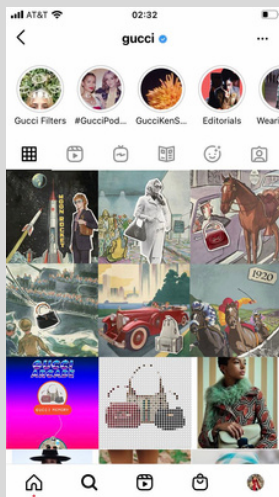
APP NOTIFICATION



# MARKETING ASSETS

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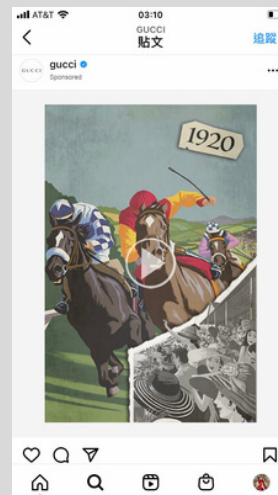
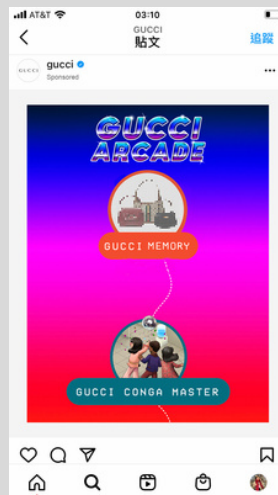
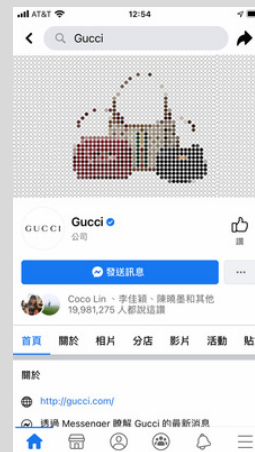
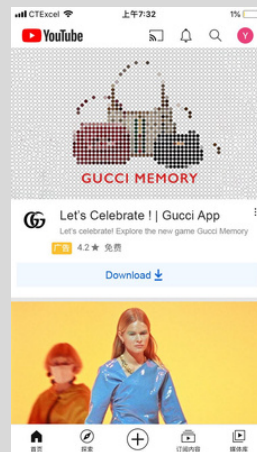
## INSTAGRAM POST & STORIES & ADS



# MARKETING ASSETS

## YOUTUBE POST & ADS

## FACEBOOK POST



# MARKETING ASSETS

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## OFFLINE EXHIBITION GUCCI GARDEN



GUCCI GARDEN. SOURCE: GUCCI



DE RERUM NATURA. SOURCE: GUCCI



# MARKETING ASSETS

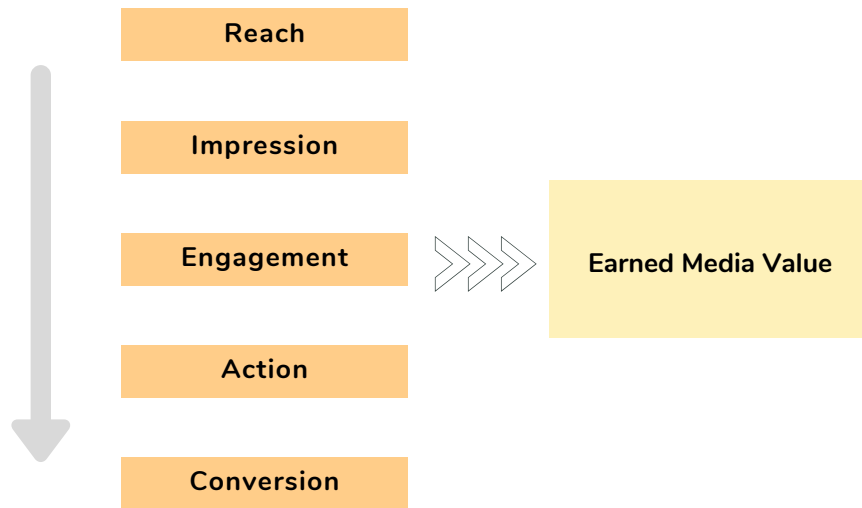
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We are planning to hold the offline exhibition at Gucci Garden in Florence. Gucci Garden narrates the House's new vision while celebrating the archives including old advertising campaigns, artisans' images, and retro objects (Gucci).

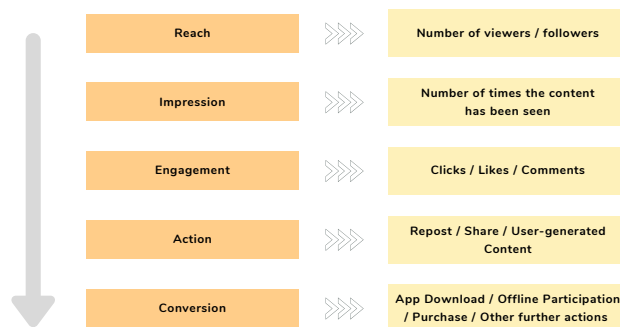
It is divided into a series of themed rooms. Different rooms depict different parts of Gucci's brand history and characteristics. Paraphernalia is a room dedicated to signature codes and symbols that define Gucci's identity (Gucci). So we choose this room to hold our exhibition. Also, we will play our videos in the room of Cinema De Camera.

# MEASUREMENT FUNNEL



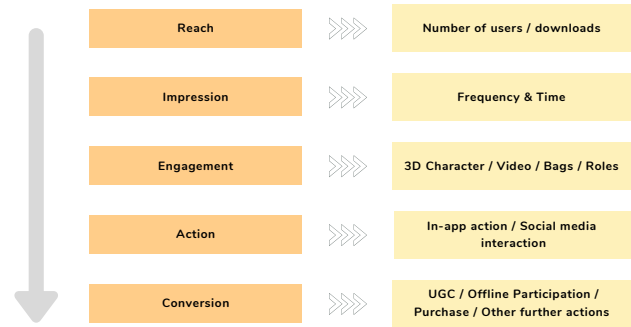
We use a measurement funnel to measure the success of our entire campaign, and the metrics include reach, impression, engagement, action, conversion, and earned media. Also, we will compare with previous campaigns and compare with our competitors overall data in order to determine whether we are successful or not.

## SOCIAL NETWORKS



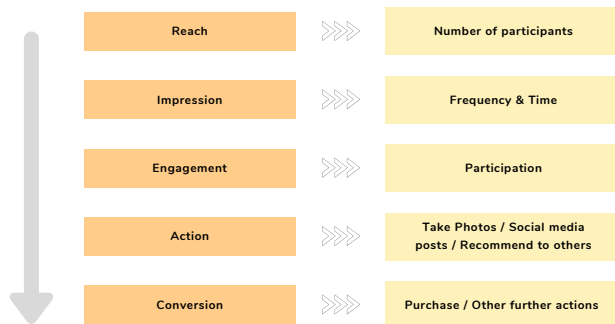
In terms of advertising on social networks, "Reach" means how many people have seen the advertisement. "Impression" means the number of times the advertisement has been seen. "Engagement" can include a range of viewer behaviors, such as clicking, liking, and making comments on our ads. "Action" can be viewers' reposts, shares, and user-generated content. "Conversion" includes the conversion from social media ads to Gucci App, the conversion to our offline exhibition, and the conversion to sales.

## GUCCI MEMORY



In terms of Gucci Memory, "Reach" means how many people have downloaded this app and played Gucci Memory. "Impression" means the time and frequency of users playing the game. "Engagement" refers to the user's behavior within the game, including creating characters, watching videos, choosing different bags and roles. "Actions" can include not only the user being attracted to other functions or playing other games within the Gucci App but also the user posting of outfits recommended by Gucci on social media. "Conversion" includes the conversion from Gucci App to social media and user-generated content, and the conversion to the offline exhibition, and the conversion to sales.

## OFFLINE EXHIBITION



In terms of offline exhibition, "Reach" means how many people participate in the exhibition. "Impression" means how long and how often people watch the exhibition. "Engagement" can be their behavior when participating in the exhibition, such as listening to the docents and watching videos. "Action" can include participants' behaviors, such as taking photos, posting on social media, and recommending the exhibition to friends. The conversion of offline exhibitions is more of a conversion to sales.

# TRACKING TECHNIQUE & TIMING

	12/15 - 12/19	12/20 - 12/24	12/25 - 12/31	1/1 - 1/7
Ad Diagnostic	<b>Ads Awareness</b> 1. How many people have seen the ad and engaged with the ad? 2. Did they remember the branded message?	<b>Conversion to Gucci App &amp; Brand Association</b> 1. How many people install Gucci App through social media ads? 2. What brands come to mind when thinking about handbags or what products come to mind when you think of Gucci?	<b>Purchase Intention &amp; Ads Evaluation</b> 1. Has the predisposition to buy Gucci bags increased? 2. Please describe any social media ads you have seen for handbag. 3. Describe the ad and ask people: Have you seen it? What is the brand?	<b>Outcome Measures</b> 1. Are more people buying? 2. How does the campaign compare to previous ones and compare to those of our competitors?
Metric	1. Reach 90% 2. Impressions 3. Engagement 4. Earned Actions 5. Video Viewership	1. Click-Through-Rate 2. Conversion Rate 3. Right Associations 4. The percentage of target audience who include Gucci in their evoked set	1. Focus Group 2. Ad Recall 3. Ad Recognition 60% 4. Media Integration 5. Effective reach	1. Conversion Rate 2. Sales (revenue) 3. Return on invest 4. Changes in share of Voice

We will use a continuous tracking technique to measure our advertisements on social media. We choose this technique since it is a way that constantly monitors the effects and results of advertising campaigns.

We divide the time into four stages. From December 15th to December 19th, we mainly monitor the ad awareness and the visibility of our advertisements. So the ad diagnostics are "How many people have seen the ad and engaged with the ad?" "Did they remember the branded message?" We want to assess the advertising coverage and whether the target audience remembers our branded message. We think it is very important since if the branded message is well-conceived and executed, it helps translate to higher brand awareness and stronger brand associations.

The metrics we use are Reach, Impression, Engagement, Earned Actions, and Video Viewership. Reach helps us measure the coverage of our advertisements, while impression and engagement help us measure consumers' memory of branded messages. Generally, the more impressions and interactions are generated, the more consumers will remember our messages. We hope to reach 90% of target consumers and 70% remember our branded message during this period. Earned actions and video viewership are more used to measure the advertising of YouTube. Earned actions refer to related actions that viewers have after watching our ads, such as subscribing to Gucci YouTube Channel, or watching other videos on the Gucci channel. Video viewership is also known as quartile reporting. Through this, we can know what percentage of a video is watched by viewers and we can know how much our branded message has been received.

# TRACKING TECHNIQUE & TIMING

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From December 20th to December 24th, we measure the conversion from social media advertising to the Gucci App and also brand association generated by our target consumers through social media advertising. So our ad diagnostics are: “How many people install Gucci App because of seeing our advertisements on social media”, and What brands come to mind when thinking about handbags or what products come to mind when thinking of Gucci”.

We use click-through rate and conversion rate to measure the conversion from social media to Gucci App. Secondly, by knowing whether our target audience has the correct brand association and the percentage of our target audience who include Gucci in their evoked set, we can measure whether our advertising creates a strong brand association.

Since we stopped advertising on social media from December 24th, so we will begin to detect changes in consumers’ purchase intentions and evaluate our advertisement from December 25 to December 31. The advertising diagnostic is to see whether the predisposition to buy Gucci bags increased. Also, we will ask consumers to describe any social media advertisements they see for handbags or to identify the brand through our descriptions of the ad. Both of these methods can detect their memory of advertisements.

We will use focus groups to conduct interviews or collect questionnaires. The main purposes are to explore whether the target consumers’ purchase intention on Gucci handbags has increased, whether consumers can recall Gucci’s ads, and understand consumers’ recognition of our ads. These are our indicators. In the end, we can check our media integration and effective reach performance. We hope there are 50% of our target consumers can recall and recognize our advertisements.

From January 1st to January 7th, we will measure the outcomes. The ad diagnostic is to see whether more people make purchases and how our campaign compares to the previous campaigns and compares to our competitors. The metrics are conversion rate, sales (revenue), return on investment, and share of voice. Conversion rate, sales, and ROI are all designed to measure the ability of our advertising to bring returns. And the share of voice can measure the market that Gucci has compared with competitors. The changes in the share of voice can measure whether Gucci’s brand awareness and its dominance in the industry have changed because of the ads.

# TRACKING TECHNIQUE & TIMING

	Pre Launching		Post Launching
Measurement	<b>Pre-Measure</b> 1. How many people already download the Gucci App? 2. The usage of Gucci App	<b>Continuous tracking</b> 1. The performance of Gucci App and Gucci Memory 2. Social media interaction 3. How many people go to offline exhibition through Gucci App? 4. Eye tracking software	<b>Post-measure</b> 1. Who did we reach and what did they do? 2. Are more people buying?
Metric	1. Monthly active users 2. Visit Frequency (traffic) 3. Organic conversion rate 4. Return on invest 5. Retention rate 6. Purchase Intention	1. App downloads 2. User growth rate 3. Daily active users 4. Sessions and session length 5. Social shares 6. Conversion rate 7. Areas of Interest	1. Total impressions 2. Conversion rate 3. Return on invest 4. Retention rate 5. Purchase intention

To measuring Gucci App, we combine the continuous technique and pre-post technique. We want to compare the data of the Gucci App before Gucci Memory is released and the data after our event is over. For pre-measure, we will focus on how many people have downloaded the Gucci App and the usage of the Gucci App. We will collect data, such as monthly active users, visit frequency (traffic), organic conversion rate, Return on investment, Retention rate, and Purchase Intention. Then after the event ends, we will collect the game's total impression, conversion rate, as well as return on investment, retention rate, and purchase intention, and compare them with the pre-measured data. If our mobile game works, then we can expect the post-measure of these key indicators such as ROI, retention rate, and purchase intentions (at time 2) to be higher than during the pre-level (at time 1).

We also want to use the continuous technique to follow up the situation of our game Gucci Memory from time to time. We need to measure the performance of Gucci App and Gucci Memory, and the ability to interact with social media, as well as how many people generated by Gucci App and Gucci Memory will participate in our offline exhibition. We also want to figure out where are consumers most interested in our apps and games. So, we choose eye-tracking software to support us. Therefore, we measure the effectiveness of Gucci Memory through app downloads, user growth rate, the number of daily active users, sessions and session length, which means the number of times that a user opens up the app and the amount of time that users spend on the app per session. And we measure the social interactions through social shares and measure its offline conversion through conversion rate. Finally, we can use eye-tracking software to find out the key interest area of target consumers in the Gucci App and Gucci Memory.



# TRACKING TECHNIQUE & TIMING

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	Pre Launching	Post Launching
Measurement	<b>Pre-Measure</b>  1. Analyze previous exhibitions of Gucci Garden	<b>Continuous tracking</b>  1. How many people participate in the exhibition 2. The ability to interact 3. Sells effect 4. Feedback on the exhibition
Metric	1. Traffic counts 2. Engagement 3. Return on invest	1. Total impression 2. Engagement 3. Sales (revenue) 4. Return on invest 5. Focus group

For our offline exhibition, we choose to use the pre-post technique to measure it. We will evaluate the exhibition at only two points in time – once just before the exhibition starts and another after the exhibition ends. For example, we will do research on Gucci Garden and collect data before our exhibition. Since Gucci Garden is a space for displaying Gucci, we want to collect data about its previous exhibitions, so the metrics we use are traffic counts, engagement, and return on investment. Then after our exhibition is over, we will also collect the data for our exhibition for comparison, such as total impression, engagement, revenue generated, and return on investment. At the same time, we use focus groups to collect feedback from participants on this event.

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