INVISIBLE AI

Capgemini

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The Uniqueness of Luxury in the Age of Artificial Intelligence

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Capgemini

Luxury is what cannot be seen.

Coco Chanel

The uniqueness of luxury lies in its
exceptional nature, in subtle features
that never make themselves obvious:
a precise gesture, discreet elegance.
This philosophy also inspired our vision
of invisible AI:

a presence that claims nothing but changes everything.

Each visual creation designed by Sharp
Delusion is a bridge between silence and
power, feigned absence and profound
influence.

His work, enriched by AI, embodies
a dialogue between the human and
the algorithm. It gives substance to
that special kind of beauty suspended
between two worlds, the one we can see
and the one we can only faintly make out.

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It's just gone 7:30 when Léa, 22, wakes up in her studio apartment in the 11th arrondissement of Paris. Before she even gets out of bed, she murmurs, "I want a moisturizing skincare product that's suitable for combination skin, which has a clean formula and doesn't leave behind a greasy film." No mention of a brand, no Google searches, no endless scrolling on an e-commerce website. Just a simple question asked out loud, as if speaking to a close friend who has perfect knowledge of her preferences and concerns.

Her conversational assistant, discreetly active in her apartment, instantly sorts through thousands of products, comparing formulas and analyzing reviews, before suggesting three options. Among them, there is a serum by a luxury brand that Léa would probably never have discovered herself. "This product has an alcohol-free formula with low molecular weight hyaluronic acid and probiotics. It's made in France with 97% ingredients of natural origin." What could have taken hours of research is complete in just a few seconds. Technology fades into the background, simply delivering a relevant, personalized, and concise response.

Welcome to the world of Generation Z, where people's relationship to luxury and technology is being silently reinvented, a far cry from the frantic tapping of touch screens and blaring hashtags that defined the previous digital age. This is a generation that, paradoxically, is making technology both more ubiquitous and more invisible in everyday life.

A few miles away, Olivier,

a 24-year-old junior consultant, is getting ready for an important meeting.
"Show me professional, elegant outfits that are not too formal for a meeting with clients from the tech industry," he asks his personal assistant. The algorithm already knows his wardrobe, his preferred style, his body shape, and even today's weather. It suggests a number of combinations, including an outfit featuring a jacket from a luxury Italian fashion house's latest collection.

"Allow me to show you how this jacket would look on you," the assistant suggests, offering a photorealistic image of Olivier wearing the item. "The fabric is a wool and linen blend, which holds its shape while remaining lightweight. You can try it on at the Opéra store: they have your size in stock. You have a free slot at 6 p.m. after your meeting with your client: would you like me to book a personalized appointment?"

Olivier agrees. No need to open an app, no intrusive ads, no interruptions to his morning routine. Just a piece of relevant fashion advice that fits naturally into his day. Technology did not force itself on him: it adapted to his situation.

This generation, often wrongly described as drowning in screens, is actually developing a much more sophisticated relationship with technology than their elders. Unlike millennials, who grew up learning to master digital interfaces, Gen Z want technology that understands their intentions without requiring any learning, anticipating their needs without spreading them across advertising screens, fitting into their daily lives without taking over.

"It's not that we are less digital," explains Emma, 20, a design student in London whom we met as part of an ethnographic study. "It's more that we expect technology to be more intuitive, more discreet, more...human, paradoxically. I don't want to spend all day interacting with screens. I want technology to free up time for me to enjoy real experiences."

Seventy-three percent of Gen Zers say that they experience digital exhaustion despite, or perhaps because of, the 7.2 hours they spend looking at online content every day. What emerges from this data is not a rejection of technology, but a desire for a more balanced relationship with it.

In Tokyo, Hiro,

a 25-year-old junior creative director, perfectly illustrates this trend. Looking for a gift for his father, he tells his virtual personal agent, "I'm looking for a watch that reflects his minimalist style, with an interesting story, and that shows a verifiable commitment to the environment."

Without displaying an endless catalog or a price comparison website, the agent tells him the story of a Swiss watchmaking house that collects and restores vintage watch movements to create contemporary pieces, thus considerably reducing the carbon footprint involved in production. It shows him a specific model and immediately offers to check its authenticity, its exact origins, and even the working conditions of the artisans who assembled it.

"What won me over," shares Hiro, "was not an elegant website or attractive advertising, but the ability to instantly answer my most exacting questions about manufacturing ethics and the product's history. I didn't feel as if I was being sold something, but as if I was being helped to find exactly what I was looking for."

The figures confirm this shift: 81% of Gen Z consumers say they are influenced by ingredient or component transparency in their decision to buy luxury products, a concern that traditional interfaces struggle to fully satisfy.

In New York, Sofia,

26, steps into a luxury cosmetics boutique. Contrary to what one might imagine of a digital native, she hasn't prepared for her visit by spending hours online. Her personal assistant has already discreetly informed the boutique of her arrival, also notifying the sales team of her skincare preferences, her purchase history, and even her sensitivity to certain ingredients.

The sales advisor who greets her has access to all this information in a discreet system. Their conversation immediately starts with a level of knowledge and intimacy that would previously have required years of loyalty to create. No tactless questions, no forms to fill in, no needless repetition. Just an authentic conversation enhanced by shared knowledge.

"I love it when I don't have to repeat for the hundredth time that I have sensitive skin and that I prefer fragrance-free formulas," says Sofia. "It's as if the sales assistant was a friend I've known for a long time, who knows me perfectly."

For Gen Z, this invisible continuity between the digital and physical world is not a luxury, but a basic expectation. The figures speak for themselves: 65% of Gen Zers still prefer human customer service for more complex questions, while 46% use AI to get quick, factual answers. The digital/physical divide becomes blurred, giving way to an integrated experience where each channel plays a role in a carefully orchestrated choreography.

This new reality represents an existential challenge for luxury brands. The age of gorgeous websites and exclusive apps serving as primary digital touchpoints is reaching its end. Traditional search engines, which have dictated client acquisition strategies for two decades, are gradually giving way to intelligent conversational agents.

Gartner predicts that by 2026, 25% of searches will have moved to AI interfaces, and that more than 50% of traditional web traffic could disappear by 2028. These predictions are particularly significant for the luxury industry, where products' discoverability will no longer depend on how visible they are on the first pages of Google searches, but on how relevant they are to conversational algorithms.

"Luxury brands need to understand that we don't visit their websites to discover their products," explains Lucas, a 21-year-old business school student. "We just ask our assistants to recommend the best product to meet a specific need.
If your brand is not recognized by AI as being relevant to my request, you simply don't exist in my world."

Gartner also found that 68% of consumers want generative AI tools to aggregate search results from traditional search engines, social media, and retailer sites to offer a single overview of the best buying options. This trend could fundamentally reconfigure the luxury sector's digital ecosystem.

In a Milan café, Elena,

a 23-year-old beauty influencer, embodies another aspect of this shift. Unlike her predecessors, who laboriously shared detailed tutorials, Elena collaborates with creative AI to generate highly personalized content for her followers.

"My followers can now see exactly how a lipstick would go with their complexion, or how a fashion piece would fit into their existing wardrobe," she explains. "I no longer share content with a passive audience; I create interactive experiences where every person gets a version tailored to their own reality."

This personalization at an individual level transforms the very nature of influence in the world of luxury. The figures once again speak volumes: 58% of Gen Z interacts with digital experiences based on selfies, preferring to see products in their own personal context rather than on professional models.

In Berlin, Nadia,

a 25-year-old artist, offers a different perspective on a generation that is reinventing the relationship between human creativity and artificial intelligence. In her studio bathed in natural light, she is working on a collection of sculptural jewelry for a French high jewelry house.

"To me, AI is not a tool, but a silent partner," she explains, while gently handling a complicated structure of organic lines. "I give it my initial sketches, and it suggests structural variations that I would otherwise never have imagined. It helps me to explore mathematical areas and properties of materials that I could never have discovered through intuition alone."

What stands out in Nadia's process is that AI is never put forward as the author of her creations. "I completely reject the concept of AI-generated art," Nadia strongly asserts. "What interests me is the close dialogue between my human aesthetic intuition and the machine's analytical capabilities. Each piece is created from this dialectic, but always showcases my artistic signature and sensibility."

This approach has already won over several luxury houses seeking to refresh their aesthetic vocabulary while preserving the authenticity of their craftsmanship. "My clients don't know that I've worked with AI, because that doesn't matter at all," Nadia points out. "What matters is the emotion the object creates, its intrinsic beauty, its ability to tell a story. AI simply helps me to expand my creative language."

AI suggests, humans do the rest.

In San Francisco, James,

27, demonstrates what may be the most disruptive trend. An experienced designer, he works on developing autonomous agents: advanced AI assistants that complete complex tasks for the people that use them. "Nowadays, young consumers no longer simply ask their assistant for recommendations," he explains. "They fully delegate certain decisions to them."

His latest project illustrates this shift: he is developing an agent that, familiar with its user's aesthetic preferences and ethical values, is not only able to identify the luxury pieces that are likely to interest them, but also negotiate their purchase, check their authenticity, organize delivery, and even plan the item's future maintenance.

"This is no longer e-commerce," James points out. "We call this a sales agent in the field of autonomous sales, in which artificial intelligence manages the entire buying process according to settings chosen by the user."

This increasing level of delegation may constitute the greatest challenge for luxury brands. How can brands maintain a privileged relationship with clients who are increasingly interacting through AI? How can they preserve the exclusivity and emotion that define the luxury experience in a world mediated by autonomous agents?

The answer could lie in what we call invisible AI: an approach in which the most cutting-edge technology deliberately disappears behind humans, enhancing the artisanal excellence, the client relationship, and the creativity that make up the very essence of luxury.

As Tao, a 24-year-old innovation consultant, explains: "Nowadays, real luxury is when

technology becomes so seamless that it disappears.

I don't want to be impressed by your app or website. I want to feel moved by your history, your savoir-faire, the exceptional quality of your creations. The best technology is the kind that fades into the background."

The data confirms this impression:60% of Gen Z appreciates the speed and convenience of AI-based services, but continues to prioritize human interaction for more complex needs. This is not a rejection of technology, but a desire for it to harmoniously integrate into a fundamentally human experience.

For luxury houses, this shift is both an existential challenge and an extraordinary opportunity. The challenge is an obvious one: how can brands make sure they remain visible in a world where conversational AI agents are gradually replacing search engines? How can they preserve their aura of exclusivity and the emotional dimension of the luxury experience in a world increasingly mediated by AI?

The opportunity is also clear: paradoxically, this new generation is now, more than ever, seeking authenticity, artisanal excellence, and a privileged, personalized relationship, which are precisely the values that define luxury. Technology, when it is smoothly integrated into the experience, can enhance these qualities rather than dilute them.

In the following chapters, we will explore how luxury brands can navigate this new reality. We will illustrate our distinctive vision, that of an invisible form of AI designed to serve human excellence. We will also provide details on how it can be implemented in six complementary areas: a visibility strategy focusing on generative AI tools, the safeguarding of artisanal savoir-faire, responsible commitment, an augmented client experience, the specific features of luxury cosmetics, and support for artistic design.

We firmly believe that brands that are able to embrace this vision, not by displaying technology as a sign of modernity, but by discreetly using it to highlight their intrinsic excellence, will be those who will prosper in this new era.

As this analysis of Gen Z behavior suggests, tomorrow's luxury will be neither purely digital, nor exclusively traditional, but harmoniously human, merely augmented by artificial intelligence that has the sense to remain in the shadows.

The experience remains human, sensory, and emotional.

STRATEGIC VISION
Disappearing AI

In the world of luxury, where authenticity and exclusivity reign supreme, a critical tension is emerging with the advent of intelligent agents. How can brands embrace the boundless opportunities offered by artificial intelligence without compromising the very nature of luxury: a subtle alchemy combining artisanal excellence, a privileged human relationship, and authentic emotion?

The answer we provide lies in a distinctive approach that we call invisible AI. Our vision is more than just a market positioning strategy: it is a deeply held philosophy that redefines the relationship between cutting-edge technology and the luxury experience, ensuring historical continuity with the spirit of luxury itself.

INVISIBILITY AS A CORE PRINCIPLE

The invisibility of AI in the luxury industry does not mean that it is absent, but that it is extremely discreet. Just like a highly skilled butler who anticipates every needwithout ever interrupting a conversation, artificial intelligence works behind the scenes to prepare the ground for enhanced human interaction. This invisibility operates according to three guiding principles:

No technological interfaces

Clients of a luxury house should never be aware that they are interacting with artificial intelligence. The experience should remain fundamentally human, sensory, and emotional. Unlike other approaches that highlight technological innovation as a selling point, our vision focuses on concealing technology behind an experience that appears unchanged, but is in fact subtly elevated.

When a client enters a store and the sales advisor suggests the exact product that meets their implicit expectations, they will naturally attribute this apt response to excellent human service, unaware of the orchestra of algorithms that have discreetly planned for this encounter. The success of invisible AI lies precisely in this perception of a purely human experience.

Primacy to human judgment

AI suggests, humans do the rest. Every algorithmic recommendation, every predictive analysis, and every creative generation is systematically assessed by a human expert, whether they are an artisan, a designer, or a sales advisor. AI never makes the final decision: it enhances humans' decision-making capabilities without ever usurping them.

This clear hierarchy is not just a concession to tradition: it acknowledges that human intuition, enriched by years of experience and a sensibility that is impossible to reduce to algorithms, is irreplaceable in the world of luxury. AI amplifies this intuition, rather than replacing it.

Augmenting, not automating

We reject any kind of automation that aims to replace human gestures with mechanical simulations. Instead, we embrace augmentation, by which technology boosts existing natural abilities: creativity, artistic sensibility, attention, or memory. Artisans are not replaced by a machine, but instead become augmented artisans whose century-old savoir-faire is enhanced by a perfect memory and increased precision.

A jeweler who crafts a stunning solitaire ring still exercises the full range of their artistry, while benefiting from invisible assistance that allows them to predict how the metal will react to their tools, or to accurately visualize how light will refract through the precious stone. Their technical virtuosity is freed from material constraints, allowing them to more fully express their artistic vision.

A DISTINCTIVE APPROACH IN THE LUXURY LANDSCAPE

This vision of invisible AI breaks with the industry's dominant trends.
While some sectors are openly rolling out smart mirrors, branded conversational assistants, or augmented reality experiences that highlight technological prowess, our approach centers on a more subtle process that stays true to luxury's authenticity.

It might be compared to

the No Logo philosophy applied to technology,

as it does not aim to reject innovation but to integrate it elegantly, so that it becomes indistinguishable from the traditional luxury experience. It is precisely this discretion that enables brands to preserve the aura of mystery and the exceptional craftsmanship that have always defined genuine luxury.

FOUR DIMENSIONS OF INVISIBILITY

Invisible AI in luxury can be expressed in four complementary dimensions:

Invisibility in spaces

Artificial intelligence operates in spaces that are hidden from view. It silently assists artisans in workshops, but never shows itself publicly. In stores, it remains within discreet systems used by sales advisors, never on screens or interfaces that can be seen by clients.

Invisibility in interactions

When artificial intelligence must interact (on a mobile app, for example), it uses such natural language and behavior that it appears to emanate human sensibility, rather than that of an algorithm. Technical expertise disappears behind a smooth, intuitive experience that focuses on aesthetic emotion.

Invisibility in time

AI operates before the human interaction, preparing the ground without taking part in the conversation itself. It analyzes, plans ahead, and organizes before the artisan starts performing their gesture, before the client enters the store.

Invisibility in decision-making

Algorithms enhance the decision-making process without ever bypassing it. This preserves the human autonomy and creativity that lie at the heart of the greatest houses' identities.
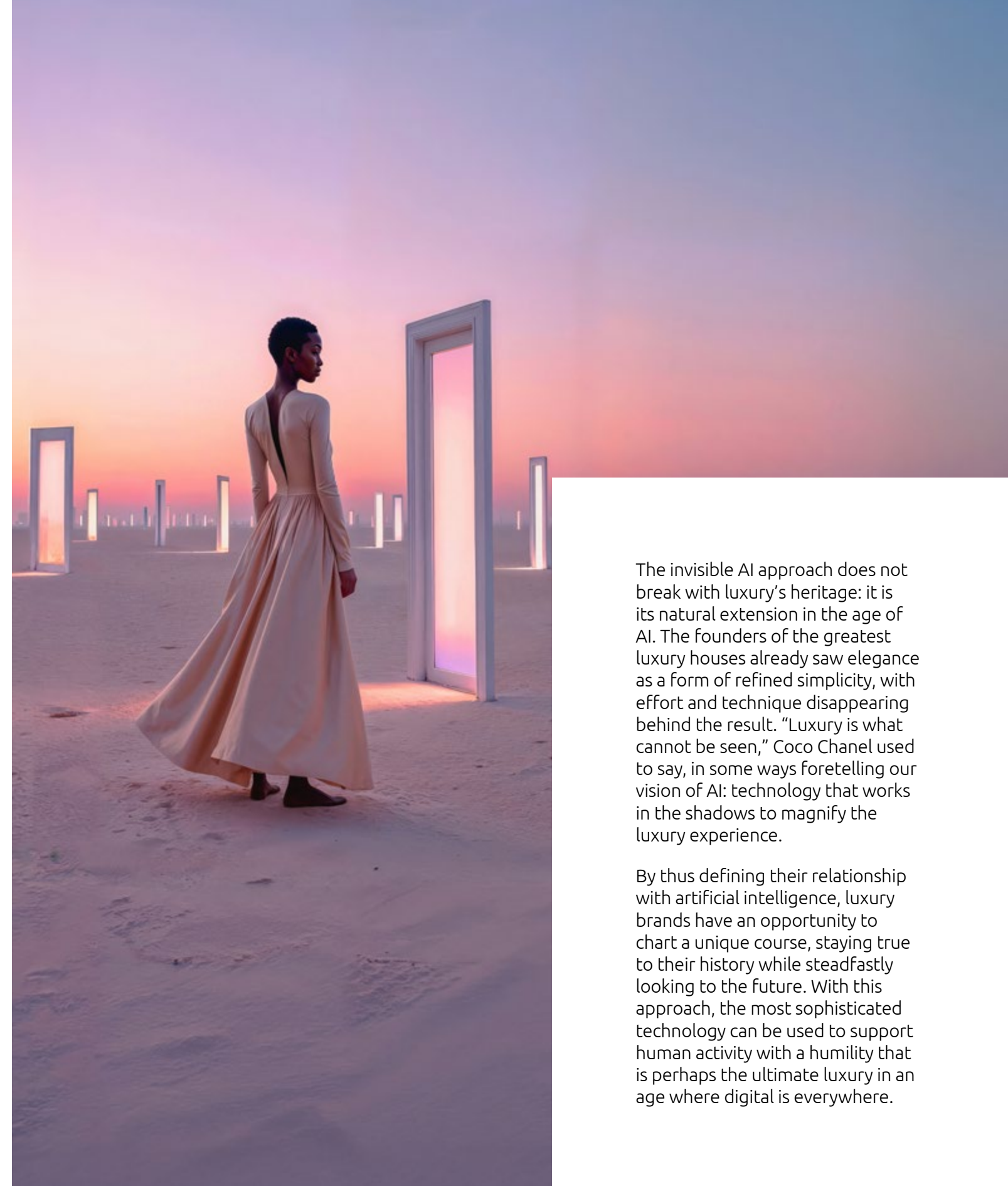
The invisible AI approach does not break with luxury's heritage: it is its natural extension in the age of AI. The founders of the greatest luxury houses already saw elegance as a form of refined simplicity, with effort and technique disappearing behind the result. "Luxury is what cannot be seen," Coco Chanel used to say, in some ways foretelling our vision of AI: technology that works in the shadows to magnify the luxury experience.

By thus defining their relationship with artificial intelligence, luxury brands have an opportunity to chart a unique course, staying true to their history while steadfastly looking to the future. With this approach, the most sophisticated technology can be used to support human activity with a humility that is perhaps the ultimate luxury in an age where digital is everywhere.

DISCOVERY

**Conquering
a New Search
Landscape**

This new age presents a fundamental paradox: for AI to fade into the background in the luxury experience, brands first have to gain new visibility with artificial intelligence systems themselves. They must have a discreet yet well-established presence behind the scenes of the algorithms that now influence how products and services are discovered.

We are witnessing a silent but profound revolution in the way that consumers, particularly Gen Z, discover luxury products. The journey that once led consumers from an ad in a magazine to a search engine, then to a beautifully designed website is gradually giving way to a direct, conversational experience with generative AIs.

THE END OF AN ERA: FROM SEO TO GEO

For over two decades, luxury houses' digital strategy has been built around one core principle: search engine optimization (SEO). This discipline uses extensive resources to ensure that brands appear at the top of search results when a potential client searches for a product, a category, or a service.

Today, this approach is reaching its limit. The figures speak volumes: 25% of searches will move to conversational AI interfaces by 2026, and over 50% of traditional traffic could vanish by 2028. For luxury brands, the implication is clear: being invisible to Gen AI will soon mean ceasing to exist for a significant and influential portion of the market.

What was previously optimized for Google must now be optimized for generative artificial intelligence. This process is known as GEO (Generative Engine Optimization), an emerging discipline that requires a complete overhaul of our approach to content and information architecture.

The difference between the two disciplines is substantial. While search engines sort web pages based on key words, links, and other technical signals,

Gen AI systems understand context, intention, and nuance.

They do not refer the user to ten blue links, but summarize information to formulate comprehensive answers, personalized recommendations, and nuanced product comparisons.

THE CHALLENGE OF VISIBLE INVISIBILITY

This shift presents a challenge for luxury brands: how can they ensure that their products are taken into account and accurately represented by these new intermediaries without compromising the exclusivity and mystique that form the essence of luxury houses?

The situation is all the more challenging as 68% of consumers want generative AI tools to aggregate search results from multiple sources to offer them a single overview of the best buying options. Against this backdrop, visibility no longer only depends on a brand's presence on their own website, but their ability to influence the information ecosystem as a whole.

Informal tests have revealed that when a user asks Gen AI to recommend a timeless luxury bag for an elegant woman, some iconic brands are systematically mentioned, while others that are just as emblematic and prestigious are surprisingly absent from its suggestions.

This is not just a visibility issue, but an issue of accurate representation. When AI describes these creations, does it use the right vocabulary? Does it understand the nuances that distinguish exceptional craftsmanship from mere high-quality manufacturing? Does it grasp the history and values that infuse these pieces with their unique spirit?

THE DOUBLE WEBSITE STRATEGY: HUMAN AND MACHINE

To face this challenge, an innovative approach is emerging: digital content is being discreetly divided into two parts to simultaneously serve two audiences—humans and machines—with neither affecting the experience of the other.

In concrete terms, this means developing two parallel information architecture systems. The first, visible and experiential, addresses clients directly and focuses on emotion, aesthetics, and storytelling: the public image that luxury houses have perfected over the years. The second, invisible but just as carefully constructed, addresses artificial intelligence systems, providing them with structured data, precise context, and the specific attributes they need to adequately understand the products and their uniqueness.

This does not mean creating two separate websites, but augmenting the existing one with a semantic layer that is invisible to the human eye, but perfectly readable for generative AI. This is known as a Semantic Factory, an infrastructure that translates a brand's DNA, its values, and its expertise into language that AIs can accurately interpret and integrate into their corpus.

This approach makes it possible to keep the client experience immersive and centered on emotion, while ensuring that Gen AIs have access to the precise, in-context information they need to accurately represent the brand in their recommendations.

INFLUENCE
WITHOUT
MANIPULATING

The ethical challenge posed by this shift is not to be overlooked: how can brands influence AI without crossing the line into manipulation that would compromise consumer trust? Today's consumers, particularly those from Gen Z, are extremely sensitive to authenticity and react negatively to any kind of perceived manipulation.

The answer lies in structural transparency. The aim is not to exploit flaws in AI systems or bombard knowledge bases with biased information, but to ensure that the brand's authentic expertise, history, and values are accurately represented in the information ecosystem.

To use a metaphor, a fine-dining restaurant will not bribe a food critic, but will simply ensure that the critic tastes the dish properly, is aware of the ingredients and techniques used to prepare it, and understands the culinary tradition behind it. The intrinsic quality of the craftsmanship will do the rest.

Conquering this new search landscape does not only require a technical shift: brands must strategically reinvent themselves in a process that goes to the heart of the relationship between luxury houses and their clients. Paradoxically, to preserve this privileged direct relationship, brands now have to excel in an invisible area, ethically and transparently influencing the Gen AIs that are silently shaping consumer decisions.

By doing so, brands can carry on the age-old tradition of discreet excellence, as real luxury never shouts from the rooftops. Instead, it whispers its story to those who know how to listen. With the advent of intelligent agents, this whisper simply has to find new channels to reach those who are now listening in a different way.

SAVOIR-FAIRE

**AI: Custodian
of Gesture**

THE LIVING MEMORY OF GESTURE

Luxury is built on a foundation of perfect gestures. In the hushed workshops of the finest luxury houses, expert hands uphold age-old techniques, turning noble materials into exceptional pieces. This savoir-faire, whether it lies in the complexity of haute couture embroidery, the painstaking precision of a watch movement, or a perfumer's olfactory sensitivity, makes up the living heritage of luxury. More than buildings or archives, these skills represent the invisible yet vital soul of a house.

This heritage is now being threatened by its own rarity. The time required to learn these métiers d'art, the decreasing number of qualified artisans, and the difficulty of documenting gestures that often belong to the realm of physical intuition rather than written procedure all pose an existential challenge to the future of these skills.

Real luxury has always been respectful of time, materials, and the perfect gesture.

Artificial intelligence is emerging as a new custodian for this human heritage, capable of preserving skills that, up to now, have resisted conventional documentation methods. This approach does not replace the transmission of skills from master to student, but instead acts as its discreet and faithful ally.

Traditional documentation methods sometimes fail to capture the subtle nature of an artisan's gesture. A handbook can describe the Lunéville embroidery stitch, but it cannot communicate the feeling of perfect thread tension or its intuitive rhythm, the tactile dimension that differentiates the good from the exceptional.

Unlike other approaches that see AI as a tool for automated production, an approach causing justified concern among artisans, we suggest envisioning AI as an augmented memory for savoir-faire: a memory that, far from immobilizing gestures through mechanical reproduction, captures their living essence, their subtle variations, and even the ineffable spark that distinguishes excellence from perfection.

A discreet system has been installed in the ateliers of a jewelry house. Non-intrusive sensors, almost invisible in the workshop environment, record the complex choreography of the best artisans' movements. This data, analyzed by deep learning algorithms, creates a 3D map of the perfect gesture. This is not just a video or a series of instructions, but a deep understanding of the relationship between the artisan's hand, the tool, and the materials, capturing the intention behind the movement.

Our aim is not to create an interactive handbook, but to build a vibrant, living archive of artistic trades, where every gesture is placed in context, analyzed in its many variations, and connected to its technical heritage. AI therefore acts as a depository for knowledge that would otherwise remain partly tacit, and risk being lost forever.

AUGMENTED TRANSMISSION

As well as preserving skills, invisible AI demonstrates its value in the transmission of this savoir-faire to new generations of artisans. Yet again, AI fades into the background to better support the master-apprentice relationship without ever seeking to replace it.

In the atelier of a haute couture fashion house, a young embroiderer in training is working under the supervision of a master craftswoman. Equipped with augmented reality glasses, she receives subtle guidance throughout the learning process. Having analyzed thousands of hours of expert work, AI suggests micro-adjustments she could make to thread tension or the angle of the needle. These suggestions are not given as firm directives, but as invitations to hone her gesture, always approved by the supervising master artisan.

The teacher here is not AI: it is still the master artisan.

Technology simply acts as a flawless memory aid, which never forgets a nuance and can replay a movement from any angle. It speeds up certain stages of the technical learning process, thus freeing up time for experts to pass on the intuitive aspects of their craft, a unique sensibility that can only be shared from human to human.

This augmented approach to apprenticeship may be the most elegant example of synthesis between tradition and innovation. It preserves the excellence of the transmission model that has made métiers d'art what they are today: the privileged relationship between master and apprentice. At the same time, it enhances it with a new dimension that responds to a contemporary challenge: the growing scarcity of savoir-faire.

PRESERVING THE SOUL OF CRAFTS

As well as their fine gestures, the métiers d'art of the luxury industry have their own specific vocabulary, anecdotes, and unwritten rules, which make up a unique culture. This intangible dimension, just as precious as technical savoir-faire, may also benefit from intelligent preservation.

A pioneering project has recently been launched by a leather goods house. Specialized conversational agents, designed not to interact with clients but to preserve the house's intangible heritage, gather stories from senior artisans, recording the idiomatic expressions they use and their unique way of describing materials or techniques. The aim of this project is not to generate a static glossary, but to build a living library around this oral culture, which can be used to enhance new recruits' learning process.

"I spent fifty years working with leather, and there are things that I know without being able to explain them clearly," says Robert, a retired master leather worker. "How can I describe the specific sound that exceptional quality, full-grain calfskin makes when you handle it? How can I pass on the intuition that tells me to choose a certain tool for a certain gesture? With this system, I can just talk, and technology organizes, connects, and preserves these pieces of tacit knowledge.» A young artisan can therefore draw on this collective memory, asking it questions to understand why a sewing method is traditionally performed in a certain way, for example, or what stories lie behind an emblematic model. This narrative and cultural dimension, often disregarded in technology-based approaches, is, however, an essential feature of luxury's identity and excellence.

This savoir-faire is the invisible soul of luxury houses.

A DIGITAL CONSERVATORY

To illustrate this vision, let us examine the concrete example of a Swiss high watchmaking house that has developed what could be referred to as a digital conservatory for house expertise. This fully integrated system includes:

A dynamic map of gestures

capturing the movements made by the house's best watchmakers as they perform different operations, creating a 3D atlas of watchmaking savoir-faire, from the most basic techniques to the rarest complications.

An in-context archive of historic pieces

which analyzes and catalogs each exceptional watch, linking it to its design context, the technical challenges it posed, and the innovations it introduced.

A teaching assistant

which, via a minimalist interface, guides apprentices as they replicate complex gestures, analyzing their work in real time and suggesting improvements.

A cultural memory

preserving the anecdotes, technical vocabulary, and stories of master watchmakers, which are accessible in the form of spoken narratives instead of clinical texts.

This comprehensive system is never used to automate watch manufacturing, but as an ecosystem for preserving and passing on skills, reinforcing the human dimension of the métier while securing its future.

A SELF-EFFACING CUSTODIAN

Through its role as a custodian of expertise, artificial intelligence perfectly embodies our invisibility principle. It operates behind the scenes, capturing and passing on knowledge without ever altering the authenticity of artisanal experience. It does not seek to replace the artisan's hand or eye, but to celebrate them and preserve them in their irreplaceable humanness.

This approach also addresses a significant concern for luxury houses: how can they preserve artisanal excellence in a world where métiers d'art are growing rarer? By acting as the invisible custodian of these types of savoir-faire, AI contributes to their survival, without distorting them, thus preserving the facet that is the very signature of luxury: the irreplaceable human touch.

As one crystal artisan so poetically put it, "Our art is literally a breath. Human breath brings molten crystal glass to life. No machine will ever be able to replace this intimate dialogue between the artisan and their materials. But if technology can help us to pass on this breath to future generations, it doesn't act as our substitute but our ally for eternity."

AI, a new custodian of human heritage.

**AI for
Responsible
Luxury**

At a time when our oceans are filling up with microplastics and natural resources are dwindling, the luxury industry is being faced with a fundamental question. How can the sector reconcile the rarity that defines the work of luxury with today's pressing need for sustainability? How can exclusivity be preserved without contributing to the depletion of the planet's resources? How can companies offer transparency that meets contemporary expectations without revealing the mysteries that intensify desire?

For luxury houses, commitment to a responsible approach is no longer an option, but a necessity that is key to their future. This is not just a concession to the zeitgeist, but a natural extension of their quest for excellence.

Real luxury has always been the antithesis of disposable.

It creates objects that are destined to span generations, embodying beauty that stands the test of time.

TRANSPARENCY WITHOUT EXHIBITION

The new generation of luxury clients, particularly Gen Z, demand to know the whole story behind every creation. Where do its raw materials come from? In what conditions were they processed? What is the environmental impact of purchasing them? These questions, which were rarely asked in the past, have now become a crucial part of the purchasing decision.

The figures speak volumes: 81% of young consumers state that ingredient or component transparency directly influences their decisions. For luxury houses, this desire for transparency is both a challenge and an opportunity. The challenge is to meet this requirement without turning the buying experience into a clinical or didactic exercise, which would dilute its emotional nature. The opportunity lies in the chance to strengthen ties with these clients by sharing common values.

Transparency is not to be confused with exhibition. The idea is not to conspicuously display the work involved like badges of honor, but to make information available to those who seek it, precisely when they want it, in a way that respects the emotional experience of luxury.

It is in this exact approach that invisible artificial intelligence demonstrates its subtlety. A system of intelligent agents, operating as a network, creates a digital breadcrumb trail that tracks each component of a luxury product from its source to its launch on the market. These agents oversee compliance with the house's ethical standards at every step, from the extraction of ore for a piece of jewelry, right up to the workshop where the final creation is assembled.

This means that the client is not overloaded with technical information or environmental labels, which would break the spell of the luxury experience. However, if they wish, they can access this knowledge through an integrated interface.

What we are changing here is not the visible luxury experience, but its invisible structure. AI agents operate like sentinels, proving the authenticity of the house's commitments in real time without ever turning the act of purchase into an environmental manifesto.

A DIGITAL PASSPORT FOR CREATIONS

At the heart of this vision lies the concept of the digital passport, a virtual witness to the product's history. Every luxury piece could potentially carry within it the complete chronicle of its creation, invisible to the eye but accessible on demand.

In the workshop of a famous Italian house, a master artisan is finishing an extraordinary piece of leather work. While sewing the inner lining, he discreetly inserts a minute, practically invisible NFC sensor. This sensor becomes a link between the physical object and its digital twin: a passport that will travel with the piece throughout its entire lifetime.

This passport does not only contain technical information (origin of materials, carbon footprint, certifications), but also incorporates the narrative and emotional dimension that characterizes genuine luxury. The client can therefore discover not only the ethical origins of the leather, but also the story of the artisan who crafted it, and even the designer's source of inspiration.

Here, AI plays a dual role: it guarantees the authenticity of information by constantly cross-referencing data from multiple sources to prevent any instance of fraud or inaccuracy, while personalizing the narrative according to the client's particular interests, creating a bespoke experience that transcends mere traceability to share an authentic story.

It is not just a verification tool; it acts as a bridge between an object and its history, between the tangible and the intangible. It turns every creation into a testament to our commitment to excellence and responsibility.

TRACEABILITY: FROM MINES TO MALLS

The digital passport approach takes on an even more profound dimension when it extends across the entire value chain. In the world of luxury jewelry and watchmaking, where issues surrounding ethical sourcing are particularly sensitive, invisible AI revolutionizes traceability without compromising client experience.

Thousands of miles from the hushed boutiques of the world's most prestigious avenues, a rough stone is extracted from a certified artisanal mine in Botswana. From this very moment, it is given a unique digital identity, bringing together its physical characteristics (light spectrum, microscopic inclusions) and background information (precise GPS coordinates, identity of the extraction team, environmental and social conditions).

A bridge between an object and its history, between the tangible and the intangible.

This digital footprint, like a form of unchanging DNA, accompanies the stone through every step of its transformation: cutting, polishing, gem-setting, right up to its final home in an exceptional luxury creation. Unlike conventional traceability systems, which are vulnerable to human error and manipulation, this system is based on physical characteristics that are impossible to falsify, constantly verified by image analysis and pattern recognition algorithms.

With this tool, we can digitally recreate the approach to sourcing that used to exist naturally in artisan communities of the past. When an 18th-century craftsman bought gold from a supplier he knew personally, the sense of trust was immediate. Within today's complex, international supply chains, AI can rebuild this chain of trust on a global scale.

Artificial intelligence constantly analyzes huge data flows, satellite images of extraction areas, environmental reports, social certifications, and transport data to ensure the ongoing integrity of the supply chain. Any anomaly or any deviation from the house's ethical standards immediately triggers an alert.

What fundamentally differentiates this approach from previous attempts at certification is its living dimension, always operating in context. A creation's digital passport is not just a static certificate, but an information-based organism that continues to evolve.

For example, if an extraction area receives a new environmental certification, this information will automatically be added to the passport of all pieces originating from this source.

CLIENT EXPERIENCE: TRANSPARENCY ON DEMAND

The technical prowess behind this comprehensive traceability system would serve no purpose if it ruined the magic of the client experience. That is why the most innovative luxury houses have developed interfaces where this complex information gradually reveals itself, based on the client's level of interest and curiosity.

In a Paris boutique, a client shows interest in an exceptionally crafted necklace. The sales advisor assisting her notices her interest in ethical and environmental issues. With a single tap on his tablet, he activates the 'source' mode on the piece's digital passport. A wall-mounted screen displays an elegant map of the world, revealing the origins of the necklace's various components: diamonds from Botswana, certified recycled gold, and French craftsmanship.

Revealing the artisan's story or the designer's source of inspiration.

If the client shows a particular interest in the extraction conditions related to the piece's central diamond, we are able to provide details about this specific aspect. AI adapts the level of detail to the person requesting information, providing a summary for neophytes, technical details for connoisseurs, or financial information for investors. Information is always presented elegantly, never in the form of raw data or austere grids.

For interested clients, this experience can extend far beyond the act of purchase. Using a dedicated app or a personal account on the house's website, they can explore their piece's full history, discover exclusive content about the artisans involved in crafting it, or follow the positive impact of their purchase on communities in the source country. This on-demand transparency represents a subtle balance. It fully satisfies contemporary consumers' desire for information without turning the buying experience into a documentary review. The magic of luxury—a unique blend of emotion, desire, and mystery—remains intact, simply enhanced by an added ethical dimension that can be accessed by anyone wishing to explore it.

Today, real luxury has nothing to hide, but knows how to present its truth gracefully. A creation's digital passport tells a story made up of beauty, ethics, and excellence, narrating it poetically, never like an accounting report.

INVISIBLE RESOURCE OPTIMIZATION

As well as guaranteeing traceability, artificial intelligence can orchestrate a complex process to optimize resources throughout the luxury value chain, without ever compromising on quality or exclusivity.

Behind the scenes of a luxury fashion house, predictive algorithms, fueled by the analysis of consumer trends, global stock levels, and even external factors like cultural events or weather conditions, enable the company to fine tune production. This sophisticated forecast naturally reduces the amount of excess stock, which is the main source of waste in the luxury industry, without ever resulting in frustrating artificial scarcity.

Similarly, AI optimizes supply routes for raw materials and finished products, reducing the house's transport-related carbon footprint without slowing down delivery times. It also plans ahead to comply with workshop machinery's maintenance requirements, preventing waste linked to malfunctioning equipment or premature obsolescence.

The beauty of this optimization process is that it remains completely invisible to clients. They can continue to enjoy an experience defined by controlled abundance and exclusive availability, totally unaware of the complex calculations at work behind the scenes to significantly reduce the environmental impact of their purchase.

Luxury used to be partly defined by extravagant waste. Today, real sophistication lies in invisible efficiency: the ability to create abundance without excess, fostering rarity without depleting resources.

Responsible luxury is not an oxymoron but a discreet fact.

THE CASE OF CONSCIOUS DIAMONDS

To illustrate this approach, let us consider the example of a jewelry house that has revolutionized its diamond supply chain thanks to invisible AI. A traceability system tracks each stone from the moment it is extracted or created in a laboratory, documenting its journey, its environmental and social impact, and the artisans who have shaped it.

When a client takes an interest in a ring showcasing a remarkable diamond, nothing about the initial presentation conspicuously highlights these ethical aspects—the focus stays firmly on its color, clarity, and cut. However, the sales advisor, discreetly guided by an AI system that has analyzed the client's potential concerns, is able to reveal the stone's complete history when appropriate.

Some clients will seek reassurance that the diamond has not been traded to fund conflict. Others may be more sensitive to environmental issues, and will ask for detailed information about its offset carbon footprint. Others will want to find out more about the master diamond cutter who revealed the stone's unique radiance, adding an artistic dimension to their purchase.

AI does not provide a standardized speech about sustainability, but orchestrates a personalized conversation, in which ethics naturally blend into the emotional experience of buying a precious piece.

Luxury should not have to choose between excellence and ethics.

Elegance is a whole, and what is not seen, counts as much as what is seen.

Christian Dior

This vision of AI as a tool for responsible luxury perfectly embodies our guiding principle: artificial intelligence must fade into the background so that the house's core values can shine through. Social and environmental responsibility is not flaunted as a marketing strategy or selling point: it is deeply rooted in the company's way of working.

This approach responds to a key expectation among contemporary consumers: luxury should not have to choose between excellence and ethics, between exclusivity and transparency. It allows famous houses to embody a new paradigm, in which responsible luxury is not an oxymoron, but a discreet fact, as natural and undeniable as the elegance of their creations.

By orchestrating this invisible transformation,

AI allows the luxury sector to reassert its position as an avant-garde industry

not by loudly proclaiming its environmentally responsible commitments, but by incorporating them so seamlessly into its identity that they become inextricably linked to the experience of authentic luxury.

Real luxury has always been respectful of time, materials, and the perfect gesture. Sustainability is therefore not a revolution, but a return to the true nature of luxury: creating pieces whose value goes beyond fashion, whose beauty defies obsolescence, and whose impact on the world reflects their excellence.

CLIENT JOURNEY

AI: Magnifying the Human Experience

In the Milan boutique of an illustrious Italian fashion house, Sophia, who has been a sales advisor for fifteen years, greets a client she has never met before. With calm assurance, she starts by suggesting a few pieces from the new collection, which perfectly suit the client's aesthetic preferences. She subtly refers to the client's recent trip to Kyoto, suggesting a stole whose motifs echo some of the traditional Japanese gardens she visited there. The interaction is personalized so naturally that the client feels instantly understood, her uniqueness acknowledged.

What she does not know is that Sophia was briefed a few minutes before she arrived. An agentic system analyzed the client's purchase history, her stylistic preferences, and even her recent posts on social media, which mentioned her trip to Japan. This information, summarized and put into context by Gen AI, was given to Sophia, not in the form of an impersonal fact file, but as a coherent narrative that inspired her professional intuition.

This scene perfectly illustrates our vision of AI as a tool to magnify the human experience in the world of luxury:

technology that does not automate the relationship, but enhances it,

never usurping the role of the sales advisor, but subtly elevating their natural abilities so that they can offer even more empathy and relevance.

INVISIBLY ORCHESTRATING THE CLIENT JOURNEY

In the luxury sector, the client experience has always been more than a mere sales transaction. It comes closer to a sensory ritual, a subtle choreography, with each gesture, each look, and each texture contributing to the client's immersion in the world of the house. The foundation for this delicate alchemy is essentially the quality of the human interaction: the sales advisor's ability to intuitively understand each client's explicit and implicit wishes.

The job requires perfect attentiveness. However, in a world where clients are increasingly mobile, their interactions with houses taking place through different channels and in different countries, maintaining coherence in the client relationship has become a sizable challenge.

It is precisely this challenge that invisible AI seeks to overcome, by discreetly orchestrating a smooth and personalized client journey through every touchpoint. Imagine an agentic AI system that, without ever intervening in the advisor-client relationship, meticulously prepares the ground so that each encounter can achieve its full potential.

This system would be able to analyze the client's preferences beforehand, as well as their purchase history and even their current situation (with their explicit consent), to provide the human sales advisor with precious information, exactly when it becomes relevant. This orchestration of the client experience would not be limited to impersonal transactional data, but would also incorporate more subtle aspects, such as aesthetic preferences deduced from past choices, upcoming special occasions or even the client's probably mood based on their recent experiences.

The key to this process lies in the fact that this technology is invisible to the client. They must never feel as if they are being "analyzed" by an algorithm, but simply perfectly understood by a human being. It is when technology disappears completely that the experience becomes truly magical.

DIGITAL CONCIERGE IN HUMAN HANDS

By going beyond the in-store experience, the digital concierge extends the aura of luxury service beyond its physical realm. Unlike conventional virtual assistants that address the client directly, this digital concierge acts as a discreet partner for the human advisor, allowing them to foster a privileged relationship with their clients.

In Tokyo, Hiroshi, a loyal client of a French jewelry house, receives a message from his personal advisor. "Hello Mr. Tanaka, I'm taking the liberty of contacting you because we have just received a piece that I am sure will interest you. It shares similar features with the bracelet you purchased last year, while introducing a new motif inspired by the Art Deco architecture you are so fond of.» The message concludes by suggesting an appointment, specifically at a time when Hiroshi is usually free.

What is most striking about this interaction is its relevance. Behind the advisor's apparent intuition, there lies a partnership between a human and a machine. The digital concierge system alerted the advisor that a new creation matched Hiroshi's tastes, reminding him of the relevant details about the client's relationship with the house and even suggesting the ideal time to contact him, all built into an interface that gives the advisor complete freedom to personalize his approach.

AI does not decide to contact the client. It is always the human who assesses the relevance of its suggestion and chooses the right moment, the right tone, and the right approach. Technology simply augments their ability to be relevant through an enhanced knowledge of their client, which used to take years of regular encounters to develop.

AI works behind the scenes to enhance human interaction.

A SENSORY EXTENSION, NOT A SUBSTITUTE

A fundamental question remains to be solved by the luxury industry in the digital age: how can the sensory experience—of touching tweed, smelling a fragrance, admiring the shimmering light that dances across jewelry—be transposed to a digital environment? The answer cannot lie in conventional virtual reality, which would merely replace the wonder of the real experience with a poor simulation.

Luxury is fundamentally sensory.
No description, however poetic, and no image, however high its resolution, can replace the experience of smelling a fragrance, feeling how it changes on your skin as it interacts with your own personal chemistry.

Instead, we offer systems based on sensory extension, through which AI, still remaining invisible, enhances the physical experience. For example, a remote discovery session could take the form of a high-definition video call with a human sales advisor, with the potential client having been sent samples to touch or smell. Artificial intelligence would work to optimize visual quality, suggest relevant products to the advisor, or even adjust the virtual lighting to ensure a true representation of textures and colors.

In a Dubai boutique, an AI system analyzes a client's eye movements as she studies a jewelry display case. Without any visible interface, it tells the advisor which pieces held her attention the longest, allowing him to initiate a conversation that naturally focuses on these specific creations. Technology does not guide the interaction: that is the role of the human, who has merely been informed by augmented observation.

In this hybrid setup, technology is used to support sensory authenticity and the human relationship. It widens the reach of the luxury experience, without altering its essence.

EMOTIONAL MEMORY IN THE CLIENT RELATIONSHIP

Extending beyond transactions and stylistic preferences, the luxury experience is fundamentally emotional in nature. Invisible AI can safeguard this emotional dimension, helping advisors to maintain a relationship that goes beyond mere sales.

What really sets the luxury experience apart is its ability to form a bond based on more than just the product itself. The best advisors remember that, six months ago, a client mentioned preparations for their daughter's fifteenth birthday, or that another client collects Japanese prints. It is this empathetic memory that creates the magic of a special relationship.

An intelligent system could capture and analyze the client's emotional reactions: their enthusiasm when presented with certain pieces, moments of hesitation, or the personal stories they share with their advisor. This precious information, usually stored in the sales assistant's memory, could therefore be preserved and summarized by AI, ensuring perfect continuity in the relationship with the client, even if they change store or sales team.

Forming a bond that goes beyond the product.

This augmented empathetic memory would allow brands to personalize customer service to an unparalleled extent, with each interaction fitting into a continuous, consistent narrative. Each client would feel truly seen, their uniqueness acknowledged and their history with the house carefully preserved and honored.

TECHNOLOGY IS RELEVANT WHEN IT SUPPORTS HUMANS

Ultimately, this vision of AI as a tool to magnify the client experience is based on one key principle: technology is only relevant when it works to support humans, never when it replaces them. Sales advisors are irreplaceable in their ability to use empathy and intuition to build an authentic connection. Today, it is simply a case of subtly augmenting this process with artificial intelligence operating in the shadows.

The figures confirm the value of this approach: 46% of Gen Z will happily use AI to get quick solutions and factual answers, but 65% of them still prefer human customer service for questions that are emotionally engaging. Consumers want AI to be harmoniously integrated into a fundamentally human experience.

Jobs in luxury will remain focused on this special bond. Artificial intelligence does not replace this relationship, but liberates it. It frees advisors from mechanical tasks and the limitations of human memory so that they can fully devote themselves to what is truly irreplaceable: their ability to discern an unexpressed wish, to tell a story that will particularly resonate with a client, and to create a moment of mutual understanding that turns a simple transaction into a memorable experience.

AUGMENTED
BEAUTY

**Transforming
Rituals in the
Age of Intelligent
Agents**

In Shanghai, a 22-year-old woman is standing in front of her smartphone, which is attached to an improvised tripod in her bathroom. In a single, smooth gesture, she goes through a series of serums with various textures, commenting on their formulas and their effects with all the authority of a dermatologist. In just a few minutes, her morning routine has turned into viral content on Douyin, the Chinese version of TikTok. In the comments, dozens of viewers ask her questions, which she answers in real time. However, what really sets this scene apart from thousands of other beauty tutorials is the discreet "Buy Now" button that appears when she mentions one particular product, a tinted cream by a luxury brand that she describes as her secret to a perfect complexion from all angles.

In just three clicks, without even leaving the app, several hundred viewers have ordered that exact product, which will be delivered to their door in less than 24 hours.

This scene, which has been a daily occurrence in Asia for several years now, illustrates the silent revolution that is reshaping the global luxury cosmetics market. With this revolution,

the boundaries between discovery, influence, advice, and purchase are so blurred that they practically disappear,

in a shift orchestrated by an alliance between AI technology and Gen Z's new consumer behavior.

ASIA AND FAST-CHANGING BUYING BEHAVIOR

While the West is gradually discovering conversational buying experiences and AI buying agents, Asian markets, with China and Korea leading the trend, have been operating for years as real-life laboratories for tomorrow's sales experience, particularly in the field of luxury beauty.

The most surprising feature of young Chinese consumers' buying behavior is perhaps its immediacy. The traditional journey through discovery, consideration, and purchase has been compressed into a continuous, emotional stream. People no longer take time to think about purchasing a product, they experience it the moment they discover it.

This compressed path to purchase reaches its peak on Douyin, where social commerce generated over 200 billion dollars in sales in 2024. Luxury beauty is a particularly dynamic category, with live shopping sessions capable of generating several million dollars in sales in just a few hours for some prestigious brands.

What fundamentally sets this approach apart from conventional Western e-commerce is the total absence of purchase friction, the cognitive resistance that stands between desire and ownership. People no longer need to remember the product's name, open a new tab, search for the product, compare it with others, and fill in their details. The coveted product arrives almost as instantaneously as the wish itself.

Seeing, clicking, and owning blend together in a single smooth experience, which is often fun and social. This revolution in buying behavior is particularly noticeable in luxury beauty, where emotion and trust play a decisive role in the act of purchase.

SMART MIRRORS: IMMEDIATE DIAGNOSIS AND PERSONALIZED RECOMMENDATIONS

Along with this shift towards instantaneous social commerce, another innovation is radically changing client experience in the luxury sector: mirrors connected to artificial intelligence. In South Korea, a client stands in front of what looks like an ordinary mirror in a store belonging to a prestigious cosmetics house. Without any obvious manipulation, the device analyzes the condition of her skin in just 30 seconds, identifying its hydration levels, elasticity, pores, and hyperpigmentation.

The diagnosis shows up, followed by personalized recommendations of products from the house's collections. Here, there is no paper catalog, no consultant tired out by hours of customer service, but simply a natural conversation between the client and an invisible advisor who has perfect knowledge of her needs.

These smart mirrors, jointly developed by leading electronics companies and high-end cosmetics houses, use algorithms trained with tens of thousands of skin diagnosis reports. They are able to identify wrinkles, pores, brown spots, and red patches, and to suggest products that are perfectly suited to each person's profile. Unlike similar mobile applications, they offer an exceptional image resolution and an immersive experience that preserves the ceremonial dimension that is so essential to luxury.

This represents a fundamental shift in the relationship to beauty expertise. Traditionally, luxury draws on the expert advice of a human, the beauty advisor who recommends the right product. Today, younger clients often place more trust in AI, which is seen as being more objective and possessing more exhaustive knowledge.

However, this faith in technology does not eliminate the human dimension; it merely transforms it. In the most innovative boutiques, beauty advisors work hand in hand with smart mirrors, concentrating on the more emotional and interpersonal aspects of the client experience, while AI takes care of the technical diagnosis.

VOICE AS A NEW BUYING INTERFACE

The third catalyst for change is voice commerce, which is also particularly advanced in Asia. On WeChat, an app with a billion users, e-commerce mini-programs now accept orders spoken aloud to its built-in voice assistant. Hands-free orders have become second nature for many Asian consumers, usually for quick purchases or reorders.

While it may seem trivial to order a luxury moisturizer by simply speaking its name into your phone while you are doing your makeup, this new approach indicates a profound shift in our relationship with brands. A brand is no longer portrayed by its packaging or website, but by the way the assistant understands it and presents it orally.

This shift poses a major challenge for luxury houses: how can brands preserve their aura of exclusivity, their rich sensory appeal, and their unique emotional universe when the interaction is limited to a voice conversation lasting just a few seconds? The most innovative brands are responding to this trend by developing distinctive sound signatures such as music, dedicated voices, and evocative sound effects, which are triggered during voice interactions, thus preserving

brand identity in this new virtual space.

THE ADVENT OF SALES AGENTS: TOWARDS DELEGATED PURCHASING

These shifts are precursors for what may be the most profound change awaiting luxury sales: the advent of autonomous buying agents. Today, a consumer can simply ask an intelligent agent to find and purchase products, without even needing to browse a website themselves.

In China, specialized beauty assistants analyze user preferences, follow trends on social media, and compare ingredients and formulas to recommend, or even immediately order, suitable products.

This type of assistant knows a person's skincare preferences better than anyone. It knows that you prefer lightweight yet nourishing textures, that you like subtle fragrances, and that your skin has a bad reaction to sulfates. Most importantly, it understands the language you use: when you ask for something luxurious but not showy to give someone as a gift, it will know exactly what you mean.

This ability to understand natural language, cultural nuances, and luxury's implicit codes differentiates advanced AI agents from mere recommendation engines. They do not simply analyze technical features, but know how to interpret consumers' deepest wishes, even when they are unexpressed.

For luxury houses, this shift represents a real challenge: how can they make sure that their products are recommended by the agents becoming the new gatekeepers dictating access to clients? The focus is moving from traditional referencing (SEO) to what is now referred to as GEO (Generative Engine Optimization), the art of optimizing a brand's presence among responses generated by AI agents.

In tomorrow's world, when a consumer delegates the task of searching for the perfect fragrance for a first date to their AI assistant, the only visible luxury houses will be those that have meticulously structured their data, enhanced their descriptions, and aligned their digital ecosystem with the demands of AI.

Invisibility to algorithms could become luxury's new curse.

A CHAIN REACTION IN THE LUXURY ECOSYSTEM

This transformation in buying behavior triggers a chain reaction that affects the entire luxury ecosystem, from product design to distribution and marketing.

At the earliest stages, R & D departments are now incorporating AI-friendly features into their creations: distinctive characteristics that are easily identified by algorithms, allowing agents to categorize them and recommend them with precision. Product innovation is increasingly guided by an understanding of the search criteria and preferences expressed to intelligent agents.

In marketing, we can now observe a new kind of storytelling, split into two parts: one side focuses on emotional narratives created for humans, while the other is made up of structured descriptions that are full of metadata, designed for AI agents. Some houses even go so far as to create parallel websites: one designed for the traditional client experience, with the other optimized for AI readability.

Product distribution is also experiencing a major overhaul focusing on three main areas: social media platforms incorporating instant purchase options (Douyin/TikTok), brand-owned conversational agents, and independent meta agents that aggregate product offerings (similar to what Amazon is starting to develop with Buy for Me).

Luxury has always been defined by privileged access. In the past, this concept was physical: exclusive boutiques on the world's most prestigious avenues. Today, it is based on algorithms: a privileged position in the responses given by AI agents.

The silent revolution reshaping the global luxury cosmetics market.

HUMANS ARE AUGMENTED, NEVER REPLACED

Although technology is radically changing buying behavior in the luxury cosmetics sector, it does not replace its human dimension, but merely augments it. In the most technologically advanced boutiques in Asia, a new symbiosis has developed between beauty advisors and AI assistants.

AI takes care of technical aspects of beauty advice, such as skin analysis, purchase history, and formula compatibility, freeing up the human advisor so that they can concentrate on empathetic listening, understanding the client's deepest wishes, and creating a memorable experience. When augmented by AI, an advisor can be instantly aware that a client is not simply looking for a moisturizer, but a product to wear for an important event, which allows them to adapt their approach accordingly.

AI deals with "what", humans bring the "how" and the "why".

This synergy enhances the client experience rather than diminishing it.

This shift confirms that, even in a world filled with autonomous agents, genuine luxury will always include a profoundly human dimension. This aspect is merely elevated by technology that, ideally, becomes invisible at exactly the right moment.

The houses that successfully make this transition will be the ones that manage to maintain the delicate balance between technological innovation and preserving time-honored rituals, between algorithmic efficiency and the mystery of creation, between instant accessibility and lasting desirability.

Even though the act of purchase is radically changing, brands' ability to foster desire, tell stories, and offer an outstanding experience remains unchanged. This ability is simply finding new channels to express itself in a world where intelligence, both human and artificial, is learning to serve beauty in all its forms.

AI: Muse and Creative Assistant

In the hushed ateliers of a famous Parisian fashion house, Julien, a 42-year-old creative director, is studying preliminary sketches for his next collection. The table is scattered with drawings, fabric samples, and old photographs. By his side, a screen displays a moving constellation of images, textures, and silhouettes that change as he handles his physical materials. Without requiring any explicit command, without any visible interface, this visual galaxy adapts to the direction that Julien's hands take, suggesting variations and unexpected combinations, as well as historical references that may not have spontaneously occurred to him.

This silent dialogue between the designer's intuition and artificial intelligence that simultaneously explores adjacent territory illustrates a new frontier in design, where technology does not seek to replace humans in the creative process, but instead inspires, suggests, and augments their unique vision.

A frontier where AI becomes a muse instead of a creator, an assistant instead of a substitute.

AI: AN AUGMENTED MIRROR OF HERITAGE

Creativity is luxury's quintessential feature, an inimitable breath of inspiration that constantly revisits house traditions while preserving an instantly recognizable identity.This creative alchemy naturally resists any form of automation. The idea is not, therefore, to delegate the creative process to algorithms but to explore how artificial intelligence can act as an augmented mirror for the vast heritage accumulated by luxury houses over the decades.

Each house possesses millions of sketches, prototypes, fashion shows, and advertising campaigns, which make up not only its archives, but its visual DNA. The challenge is therefore to activate this heritage, so that it is not merely static like a collection in a museum, but a living source of inspiration that interacts with contemporary sensibilities.

Artificial intelligence offers an unprecedented opportunity to explore this collective memory, not acting as a mere search engine, but as an interpreter that is able to reveal new connections, recurring motifs, or unexpected combinations. It therefore becomes an extension of a designer's creative intuition, allowing them to enjoy a deeper conversation with their house's heritage.

In the London studios of a famous British fashion house, a system developed in house allows creatives to explore the archives in a revolutionary way. Instead of searching by date, collection, or key word, they can browse by abstract concept, emotion, or even visual rhythm. "Show me times when our brand played with structured transparency," a designer asks. AI does not only find literal occurrences of transparent fabric, but understands the underlying concept and presents a whole constellation of examples that show this tension between revealing and structuring, sometimes through opaque yet openworked materials, sometimes through layering effects, and sometimes in structural details.

Consequently, it is not just a simple search tool, but a valuable partner that understands the creative intention behind a request and registers its nuances, suggesting avenues to explore that may not have occurred to the designer. This tool never replaces the designer, but enhances their thinking process.

IDEATION: ASSISTED, NEVER AUTOMATED

Recent developments in generative AI technology have shown its impressive ability to produce images, text, videos, and shapes. However, luxury fundamentally rejects the idea of automated creation, which would compromise its very essence: the expression of a unique artistic vision, both personified and purposeful.

A distinctive approach that the most innovative houses are exploring is that of assisted ideation, in which AI becomes a discreet brainstorming partner, offering a range of variations and explorations without ever usurping the role of the designer.

In the Geneva workshop of a Swiss jewelry house, a master jeweler is working on an exceptional piece inspired by the movement of water. Working in the background, AI has generated variations based on the designer's initial sketches, instead of drawing its own suggestions. These variations explore different configurations, proportions, or plays on light. Its explorations are not produced out of nowhere by algorithms, but are always a continuation of the human designer's initial creative gesture.

The essence of this approach lies in the complete preservation of the designer's creative authority.

The designer is not faced with a machine that offers them a vision, but an augmented mirror of their own creativity, which expands on their original ideas with new variations. They remain in complete control of the process, simply using these explorations as material to further their thinking, in the same way a painter might draw inspiration from the changing light that plays across their subject.

This key distinction between automated design and assisted ideation sets out a clear ethical and philosophical boundary for the use of AI in the luxury design process. It preserves what has always been essential to luxury's value: the expression of a human artistic intention, a vision brought to life by exceptional savoir-faire.

ORCHESTRATED SERENDIPITY

One of the most mysterious and precious aspects of the creative process is serendipity: the ability to make unexpected discoveries, to draw surprising connections between elements that appear unrelated. Great designers have always cultivated this kind of serendipity, whether through travel, fortuitous encounters, or by attentively observing the world around them.

Artificial intelligence is able to invisibly orchestrate serendipity, creating the right conditions for fortuitous encounters that act as catalysts for innovation. By analyzing emerging trends, cultural shifts, house archives, and the designer's personal interests, it can suggest unprecedented combinations, as well as avenues for exploration that have never been imagined before.

The idea is not to predict future trends, but to create inspiring constellations of ideas that stimulate the designer's lateral thinking, inviting them to

explore areas that are adjacent to their usual creative world, without dictating a specific direction.

In the Paris offices of a fragrance house, a perfumer uses an experimental system that discreetly suggests infrequently explored olfactory combinations. The tool places its suggestions in context by referring to the house's previous creations, emerging artistic movements, and sociological shifts to widen the perfumer's range of possibilities and stimulate their thinking process, taking them off the beaten track.

ENHANCED STORYTELLING

As well as the process of designing the product itself, luxury brands excel in the art of storytelling, interweaving stories, myths, and emotion that transform a precious object into a talisman brimming with meaning. Great creative directors are also talented narrators, creating an in-depth narrative universe for every collection, an artistic staging that goes far beyond a mere presentation of pieces.

Invisible AI can enhance this narrative dimension, acting as a sophisticated storytelling assistant. It can, for instance, help to create personalized stories to accompany a collection, tailored to different markets or cultural sensitivities, while remaining fully consistent with the overall story imagined by the creative director.

AI creates nothing, but it reveals, connects, and inspires human creative decisions.

Before a fashion show, it might suggest narrative connections between the pieces being presented and key moments in the house's history, or suggest new ideas for accompanying music to support the collection's emotional universe. The human designer, scenographer, or music director can therefore draw inspiration from the narrative palette offered by AI.

THE DESIGNER'S LIVING LIBRARY

The iconic example of Karl Lagerfeld's library illustrates AI's transformative potential in the world of design. Over several decades, the legendary creative director put together a staggering collection of over 300,000 volumes, which he meticulously annotated himself, building an intellectual and visual labyrinth that reflects his creative genius. Faithfully charting his sources of inspiration, the library is a priceless treasure for anyone seeking to understand the workings of his creative mind.

Today, it is possible to turn this monumental archive into a flourishing garden of ideas, which can be explored intuitively. By analyzing not only the books themselves but also the designer's handwritten annotations, underlined sections, and personal connections, AI could reveal the masterful creator's unique trains of thought. A contemporary designer could therefore explore this augmented library by following thematic, emotional, or visual pathways, discovering, for example, how Karl Lagerfeld combined a Baroque architectural detail with a silhouette from the 1920s to produce an emblematic creation.

AI-augmented knowledge management does not replace the modern designer's intuition, but offers them incredible depth of field, allowing them to engage in a dialogue spanning generations and commune with the creative spirit that shaped a luxury house over decades. Once again, AI creates nothing, but it reveals, connects, and inspires human creative decisions.

I like to know everything; I like to be informed. I'm a kind of universal concierge.

Karl Lagerfeld

HUMAN
INTUITION
HAS THE
FINAL SAY

This vision of AI as a muse and creative assistant is based on a deeply held belief: the essence of luxury lies in the ineffable spark of intuition, artistic sensibility, and daring that are all truly human. Even the most sophisticated technology cannot and should never seek to substitute it.

Artificial intelligence has a place in the creative process only when it fades into the background, when it enhances human capabilities without ever trying to replace them. It allows designers to explore more widely, remember more precisely, and create combinations more freely. However, the creative decision—the moment when a luxury creation truly comes to life—remains the sacred privilege of human designers.

Just like the famous designer's annotated library, made accessible and brought to life by AI but whose value lies in the traces left behind by the master's hand and creative mind, artificial intelligence in luxury design must always remain a discreet aid for human excellence, never visible, but always essential.

The real innovation in luxury is not to replace the designer's hand with an algorithm, but to augment the imagination that guides that hand. AI will never be the designer, but it can become a muse that whispers in the designer's ear, rekindling their creative spirit and encouraging them to cultivate it.

CAPGEMINI

**A Partner
for Invisible
Transformation**

By 2030, luxury will have completed its most subtle, and perhaps its most profound metamorphosis. This will not be a roaring revolution sweeping aside the heritage of century-old houses, but an almost invisible transformation that, paradoxically, will bolster the very aspects that define them: artisanal excellence, a privileged client relationship, inspired creativity, and responsible commitment.

This transformation, orchestrated by

artificial intelligence that has the sense to remain in the shadows,

meets the expectations of the new generation of luxury clients: a generation that, as we have previously shown, does not reject technology but desires an experience where technology fades away behind augmented authenticity, discreet personalization, and accessible yet unobtrusive transparency.

Today, luxury houses have to solve an equation of unprecedented complexity: how can they become visible to the artificial intelligence agents that are increasingly mediating product discovery? How can they preserve and pass on age-old savoir-faire that is being threatened by its own scarcity? How can they meet contemporary consumers' demand for transparency while protecting luxury's inherent mystique? How can they personalize the client experience to an unparalleled extent without ever compromising the human dimension of customer service? How can they rethink the field of luxury cosmetics with the advent of intelligent agents? How can they enhance the creative process without succumbing to the illusion of automated design?

Faced with these interwoven challenges, luxury houses need a partner that is not only capable of mastering the most advanced AI technology, but that is also able to deeply understand the luxury industry's unique DNA, its values, its implicit codes, and its philosophy of discreet excellence.

CAPGEMINI: THE ARCHITECTURE OF A DISTINCTIVE VISION

Capgemini has positioned itself as a strategic architect of a new vision: invisible AI supporting human excellence. We do more than simply provide technological solutions: we work with brands to co-create this transformation, reimagining luxury without distorting its values.

Our position is based on four key pillars that make up the framework for our distinctive approach:

A vision of the future: invisible AI

Our vision of invisible AI was not created as an opportunistic business proposition: it is a philosophy that has gradually developed over the course of our collaboration with the world's greatest luxury houses. By observing their values, challenges, and deepest aspirations, we became convinced that the most suitable technology for the luxury industry is the kind that knows when to fade into the background.

This vision is not purely theoretical: it always guides our choices and our methods in rolling out technology, and even informs user interface design. Every solution we develop for the luxury industry is assessed in light of this fundamental question: how can we make this technology even more invisible, even more intuitive, even more respectful of the human excellence it is meant to serve?

Skills for imagining the future and shaping the present

This invisible transformation of luxury requires a rarely seen dual expertise: a visionary understanding of long-term technological and societal developments, combined with a capacity to deliver that is immediate, tangible, and pragmatic.

Capgemini intentionally cultivates this dual capability. Our forward planning teams analyze and define the future of luxury, for 2030 and beyond: the changing behavior of Generation Z and Generation Alpha, the emergence of autonomous agents, the transformation of human-machine interfaces, the advent of the decentralized metaverse, and even regenerative economics.

At the same time, our engineers, designers, and industry consultants work to translate this vision into operational solutions that meet the immediate challenges faced by luxury houses: GEO (Generative Engine Optimization), systems to preserve savoir-faire, traceability platforms, architecture designed to augment the client experience, and creative assistants that respect artistic intuition.

A partner ecosystem: from startups to hyperscalers

The invisible transformation of luxury involves such a wide range of technologies that no single operator, however powerful they are, can succeed in managing it alone. Capgemini has brought together a unique ecosystem of partners in the tech industry, carefully orchestrated to serve our distinctive vision.

This ecosystem includes startups specializing in nice areas of expertise, market leaders, and hyperscalers whose infrastructure allows these innovations to be rolled out on a large scale.

Our added value does not only lie in our ability to select the best tech partners, but in the art of coordinating them to suit the specific needs of each luxury house, according to their unique DNA and their pace of innovation. Like the conductor of an orchestra, we bring together brilliant soloists in one harmonious symphony.

Trust as a foundation

More than any other industry, luxury is built on trust: trust in the excellence of its products, in the authenticity of materials, in the longevity of the house. Trust should also be a foundation for any technological transformation taking place within the sector.

Capgemini nurtures this trust, which is its most precious resource. This is shown through our commitment to digital ethics, guaranteeing that our solutions scrupulously comply with data sovereignty regulations, algorithmic transparency, and the systematic primacy of human judgment.

Trust cannot be imposed: it is patiently earned. We are proud that the world's greatest luxury houses see us not merely as a technology service provider but as a strategic partner for their transformation, an additional custodian of their heritage helping them shape their future.

Glossary: Luxury in the Age of Invisible AI

This glossary brings together the key concepts that define the relationship between artificial intelligence and the world of luxury, according to the philosophy of invisible AI. These terms make up a shared vocabulary for designing and shaping this profound transformation, which seeks to reinvent luxury without distorting its values.

a

AMPLIFIED HUMANITY

The philosophy that forms the cornerstone of our approach, in which technology never attempts to simulate or replace human beings, but always seeks to augment their natural abilities, such as creativity, sensibility, intuition, and interpersonal skills. This worldview recognizes that true value lies in human expression, freed from certain limitations by technology.

ASSISTED IDEATION

A creative process in which AI generates variations and explorations based on the direction taken by the human designer, without ever seeking to usurp their role. Unlike automated creation in which algorithms produce their own designs, assisted ideation always extends the initial creative gesture of the human designer, who remains fully in control of the artistic process.

AUGMENTED CRAFTSMANSHIP

Enhancing the gestures of craftsmanship with technology that preserves and amplifies excellence in manual work, without ever seeking to replace it. The artisan maintains full control over their creative expression, which is merely enhanced by improved memory and precision. In the workshop of a master jeweler, augmented craftsmanship may take the form of a discreet assistant that is able to foresee how light will refract within a stone according to the proposed cut, allowing the artisan to concentrate all their efforts on expressing their artistic vision.

AUGMENTED MIRROR

An interface that presents designers with an enhanced exploration of their own creative process rather than an alternative AI-generated design. This augmented mirror does not seek to create instead of the designer, but reveals variations, historical references, or unexpected combinations that expand and enhance their unique artistic vision.

AUTHENTICATED STORYTELLING

Storytelling enhanced by in-depth data, where every story told about a luxury creation is based on perfect authenticity, combining narrative emotion with strict factual accuracy without compromising on either one. AI makes it possible to personalize the narrative according to a client's particular interests, without ever altering its fundamental authenticity.

c

CONTEXTUAL BEAUTY

An approach to luxury cosmetics in which recommendations and formulas are not only tailored to a person's permanent features, but also to their immediate environment, their current physiological state, and their specific goals. Unlike static personalization, contextual beauty recognizes that people's needs change according to seasons, biological cycles, environment, and even upcoming events in the client's life.

CONTINUOUS DIAGNOSIS

A shift in the client relationship within the field of luxury beauty, moving from occasional interactions to continuous, personalized guidance. AI subtly analyzes changes in the client's skin or hair, or environmental changes, and adapts its recommendations of products and rituals accordingly. This guidance is always governed by human expertise, which interprets the algorithmic analysis and places it in context.

d

DIGITAL APPRENTICESHIP

A transmission model for savoir-faire in which AI assists and enhances the traditional master-apprentice relationship, without ever seeking to replace it. It accelerates certain learning processes to better promote human artisans' ability to pass on the more subtle aspects of their craft. This model preserves the essence of time-honored apprenticeship methods, while meeting contemporary challenges linked to the growing scarcity of savoir-faire and the need to pass on these skills more quickly.

DIGITAL PASSPORT

A changing, living tool that bears witness to a luxury product's full journey, including its origins, its environmental impact, the artisans involved in crafting it, and even its cultural narrative. Unlike static certifications, digital passports continue to evolve with the product, enhancing its emotional value and documenting its journey over time.

DISCREET INTELLIGENCE

An approach to AI that places technology firmly in the background, with no visible interfaces. It operates behind the scenes so that only the result can be seen, never the process. This discretion allows brands to preserve the wonder and emotion felt by clients, without diluting the luxury experience with a display of the technical methods used to achieve it.

e

ELEGANT TRANSPARENCY

Complete traceability that is accessible without ever forcing itself on the client, allowing them to discover the authentic story behind their luxury piece only if they wish to, without altering the buying experience by providing excessive technical information. This approach meets contemporary consumers' desire for transparency while preserving the aura of mystery that is so essential to luxury.

EMOTIONAL MEMORY

A system that captures and stores not only the client's transactions and preferences, but the emotional aspects of their relationship with the brand: their emotional reactions to creations, the personal stories they share, and the special occasions connected to their purchases. This memory serves to nurture a relationship that goes beyond a mere sales transaction to create a continuous, personalized narrative.

ETHEREAL PRESENCE

A feature of technology that is so perfectly integrated into the experience that it becomes imperceptible, like the air we breathe—essential, yet invisible—supporting every interaction without ever defining it. In the luxury industry, this ethereal presence allows technology to elevate the experience without ever making itself known to clients.

g

GEO (GENERATIVE ENGINE OPTIMIZATION)

A new discipline taking over from traditional SEO, which aims to optimize the visibility and accurate representation of luxury brands and products in responses generated by conversational AI agents. GEO does not seek to manipulate algorithms but to ensure that the brand's expertise, history, and authentic values are accurately represented in the information ecosystem used by these agents.

i

INVISIBLE CONCIERGE

An artificial intelligence system that works behind the scenes to enhance the relationship between a sales advisor and their client, without ever addressing the client directly. Unlike conventional virtual assistants, an invisible concierge is not an interface replacing the human advisor, but a discreet tool designed to boost their attention span, their memory capability, and the relevance of their suggestions.

INVISIBLE VISIBILITY

The paradox that outlines the luxury industry's contemporary digital strategy, as brands need to ensure an optimal presence within the AI systems that mediate product discovery, while preserving their exclusivity and mystique. This approach requires brands to divide their information architecture into two parts, simultaneously serving both human audiences and algorithms, without compromising the experience of either.

o

ORCHESTRATED SERENDIPITY

The act of intentionally creating conditions that promote unexpected discoveries and surprising creative combinations, without leading or dictating the creative process itself. Unlike pure chance or directions given by algorithms, orchestrated serendipity enriches the designer's environment with added sources of inspiration, while preserving the unpredictability that defines genuine inspiration.

s

SENSORY EXTENSION

An approach that enhances clients' physical experience of luxury products with a new digital dimension, without setting out to replace the beauty of real-life sensations.

Unlike virtualization, which replaces the tactile experience with a mere simulation, sensory extension adds layers of information

or emotion that complete and elevate the client's authentic sensory relationship with the product.

This glossary is not static; it is destined to change over the course of our shared exploration of this new frontier where artificial intelligence and authentic luxury combine to reimagine excellence. It invites brands to see this transformation not as a disruptive technological breakthrough but as a natural extension of the quest for excellence that has always defined the greatest luxury houses.

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Sharp
Delusion

ARTIST

Sharp Delusion is a French AI photographer and artist who creates work that blurs the lines between fashion, pop art, and surrealism. Having featured on Netflix, Discovery, Publicis and Pavillon Noir, he currently advises luxury brands on Gen AI, and runs workshops and conferences. Inspired by cinema, album covers, and surrealism, he explores beauty, dreams, and perception in the digital age, balancing a controlled, poetic aesthetic with generative chaos.

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Capgemini, partenaire de la transformation business et technologique de ses clients, les accompagne dans leur transition vers un monde plus digital et durable, tout en créant un impact positif pour la société. Le Groupe, responsable et multiculturel, rassemble 340 000 collaborateurs dans plus de 50 pays. Depuis plus de 55 ans, ses clients lui font confiance pour répondre à l'ensemble de leurs besoins grâce à la technologie. Capgemini propose des services et solutions de bout en bout, allant de la stratégie et du design jusqu'à l'ingénierie, en tirant parti de ses compétences de pointe en intelligence artificielle et IA générative, en cloud, et en data, ainsi que de son expertise sectorielle et de son écosystème de partenaires. Le Groupe a réalisé un chiffre d'affaires de 22,1 milliards d'euros en 2024.

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