GIOYA
HIGHER EDUCATION INSTITUTION

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WHERE KNOWLEDGE MEETS INFLUENCE

Insights

GIOYA LEARNING CLUB

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GIOYA HEI ALUMNUS

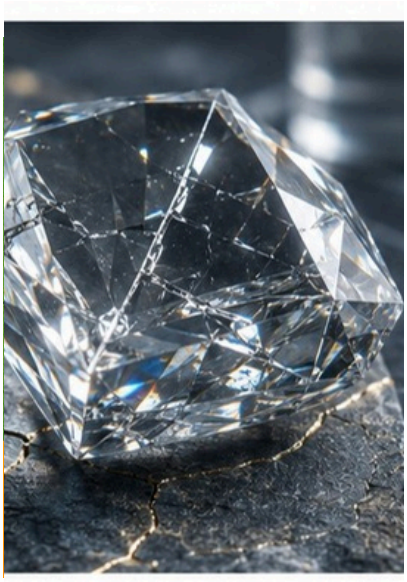
OUTCOME OF A BACHELOR'S THESIS

Cracks in the Stone: Strategic Blind Spots in the Age of Lab-Grown Diamonds

"Cracks in the Stone" presents the key outcomes of research developed by Michele Molon during the Bachelor in Business Administration and Entrepreneurship at GIOYA Higher Education Institution. It explores how lab-grown diamonds are challenging the luxury sector through behavioural economics, brand heritage and the strategic blind spots that can prevent established organisations from responding effectively to disruption

THE MOLON DILEMMA

Reinventing value without destroying emotional capital



"How can a brand reinvent the values it once taught consumers to revere?"

Molon's thesis argues that the disruption of the diamond industry is not only technological. It is a contest over meaning. Natural diamonds have long been associated with rarity, permanence and ritual; lab-grown diamonds introduce new narratives of accessibility, transparency and science.

The thesis identifies four strategic blind spots:

STATUS QUO BIAS — preserving familiar structures even when the market changes.

LOSS AVERSION — overestimating what may be lost through transformation.

HISTORICAL ANCHORING — treating inherited definitions of value as permanent.

FEAR OF CANNIBALISATION — protecting existing lines at the expense of future relevance.

For luxury leaders, the implication is clear: disruption must be managed through meaning, not product strategy alone.

EXECUTIVE TAKEAWAY

Luxury leaders must distinguish brand protection from cognitive rigidity—and redesign meaning before challengers do it for them.

BRAND HERITAGE

The Origin of the GIOYA Brand Identity

An interview with Sergio Bianco, founder of Logogenesi and creator of the GIOYA brand identity.

GIOYA Higher Education Institution began its journey in 2018 under the name GY. GIOYA was originally conceived within the marine and yachting enviroment as a brand intended to collaborate with the institution. When the Tuscan Yachting District joined GY´s governance, the institution acquired the GIOYA brand and evolved into GIOYA Higher Education Institution - a visible expression of its expanding governance and vision. The original letters G and Y remained embedded in the name and logo. Rooted in the maritime world, the brand found a natural home in Malta: an island shaped by navigation, the wind rose and the legacy of Flavio Gioia, traditionally associated with the refinement of the compass. Sergio Bianco explains how this evolution became the GIOYA brand identity.

Sergio Bianco
FOUNDER OF LOGOGENESI
CREATOR OF THE GIOYA BRAND IDENTITY

01 — THE BEGINNING: What first set the identity in motion?
The identity was born through direct dialogue with the founders, in a process based on listening, trust, and the understanding of the company's vision and values. The key inspiration emerged in Viareggio in September 2021, when the name was linked to Flavio Gioia, the Amalfi navigator traditionally associated with the magnetic compass. From the beginning, the concept of joy guided by orientation became central. The insertion of the Y made the name more distinctive while also creating a direct connection with the world of yachting, a foundational domain in GIOYA's origin and evolution.

02 — SEA, MOVEMENT, DIRECTION: How are navigation and the sea translated into form?
At the heart of the identity stands the compass, a pragmatic and symbolic sign of orientation. The four cardinal directions are expressed through a play of light that can evoke both the bow of a yacht and the profile of a dolphin. In this way, the sea is not represented literally, but through a refined language of movement, direction, and purpose.

03 — THE FOUR INTERLACED Gs: What do the forms mean?
The symbol is formed by four Gs, all initials of GIOYA, interlaced at the centre of the mark. Their intersection generates a double figure-eight infinity sign, associated with perfection and fortune. The forms also create four seed-like shapes, symbols of growth and development radiating in all directions. The mark is conceived as one single piece, expressing compactness and unity, while the custom lettering reinforces balance, clarity, and visual harmony.

04 — A TIMELESS COMPASS: How can the logo accompany GIOYA's future?
A strong logo does not only represent an organisation's history; it also inspires its future. The GIOYA identity was conceived with a timeless vision, capable of accompanying growth, innovation, and international expansion. Its open movement toward the right and upward suggests aspiration, progress, and future goals. In this sense, the logo becomes an ethical and entrepreneurial compass — one that guides people toward knowledge, purpose, and achievement.

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