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Presentation

CONTENTS OVERVIEW:

BVLGARI HOTELS & RESORTS CASE STUDY

1.Introduction

2.Bulgari Company History

3.Bulgari Cultural Context

4.Italian Culture Snapshot

5.Italian vs Chinese Communication

6.Comparative Cultural Analysis: China vs Italy

7.Hofstede's Theory

8.Jandt's Theory

9.Samovar's Theory

10.Key Challenges and Opportunities

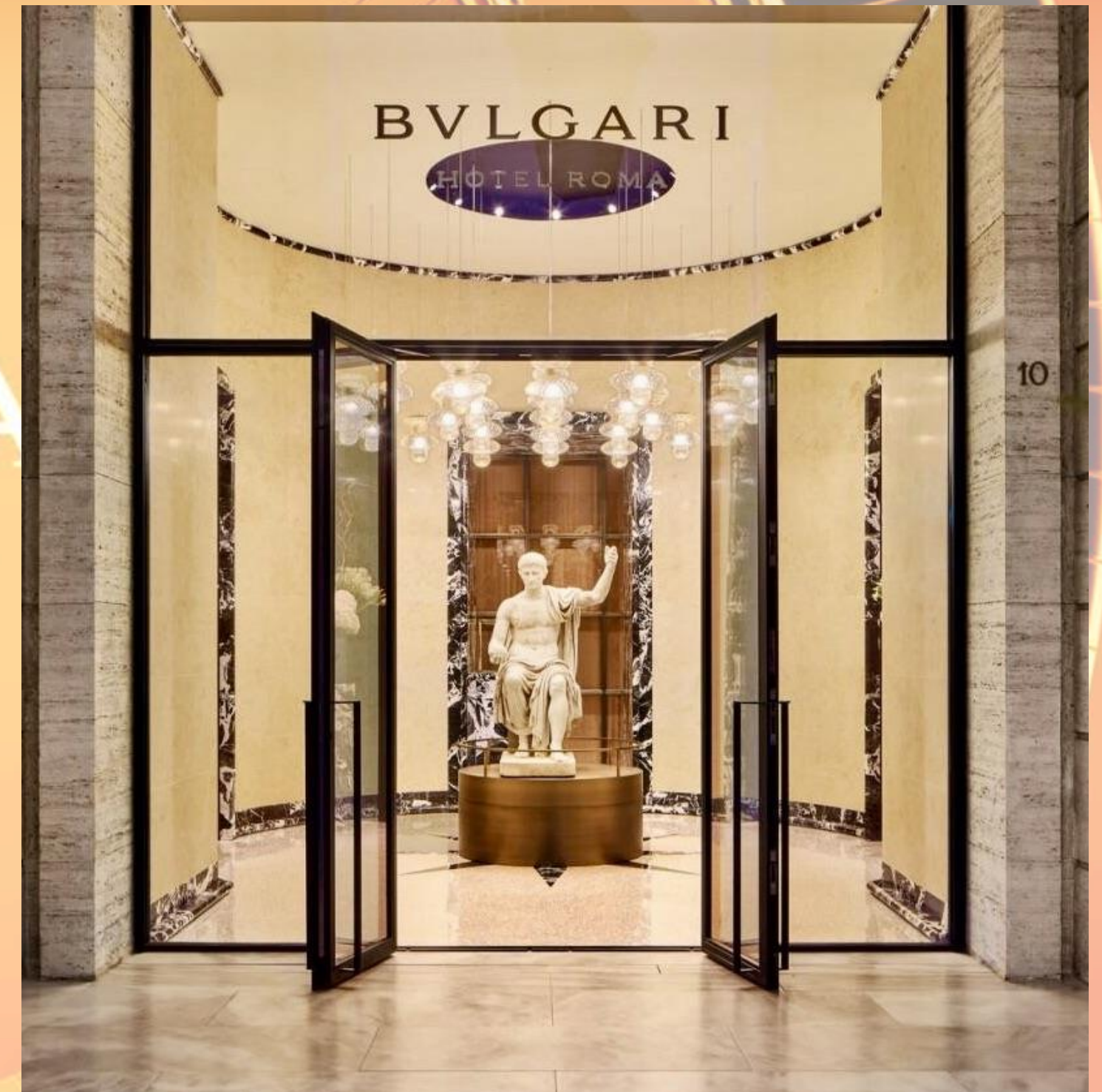
11.Recommendations

12.Conclusion

13.References

INTRODUCTION

- This presentation examines Bulgari Hotels & Resorts with a focus on Italy and China.
- It explores how culture influences communication, service delivery, and guest experience.
- Key intercultural communication theories used: Hofstede, Jandt, and Samovar.
- Bulgari's brand identity merges Roman luxury heritage with global hospitality standards.
- Cultural understanding is essential for clear, respectful, and effective guest communication and service recovery.
- The goal is to analyse cultural differences and propose strategies to improve service interactions and recovery.



(Fig. Insignia, 2023)

BVLGARI COMPANY HISTORY

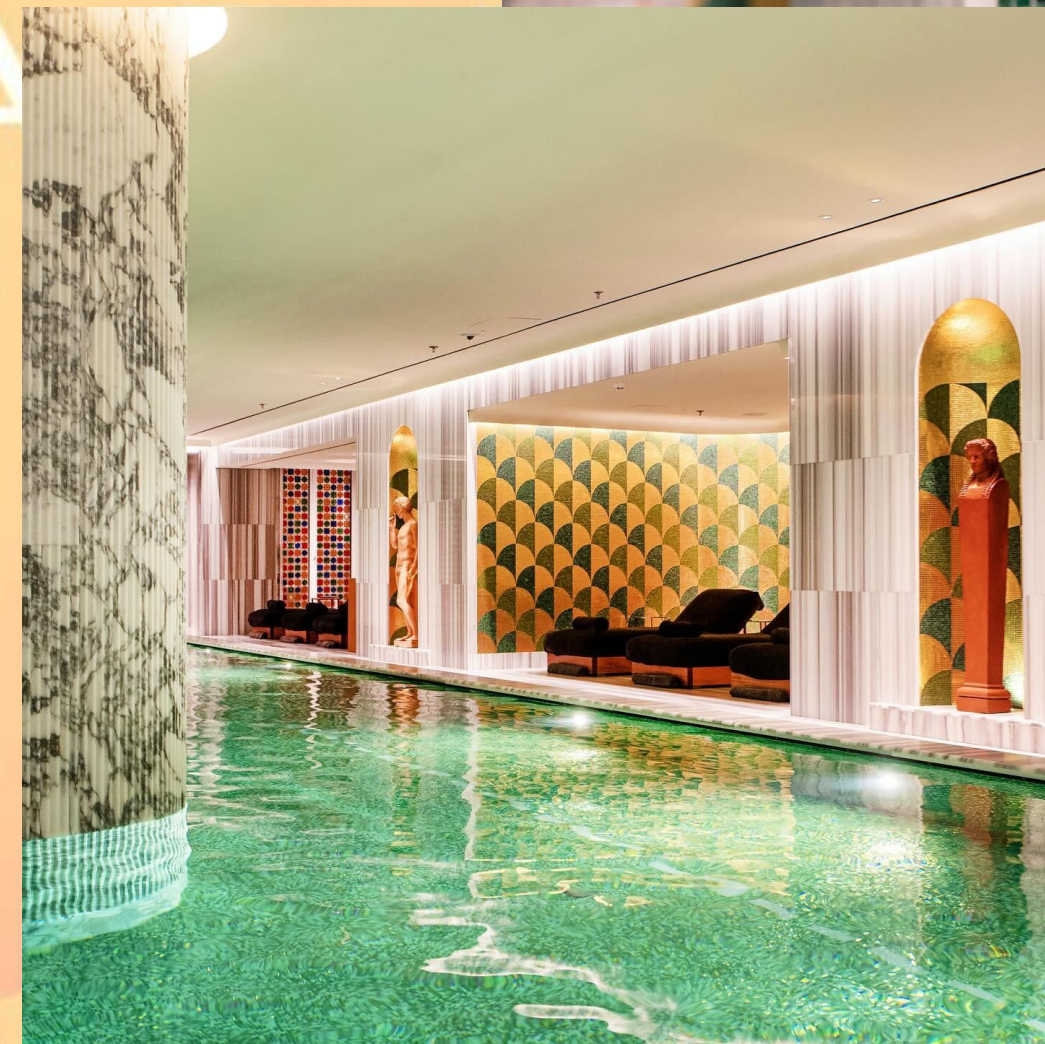
- **Founded in 1884 in Rome by Greek silversmith Sotirios Voulgaris** (*Bulgari Hotels, n.d.*)
- **Brand identity developed through bold colours, geometric forms, Roman influences, cabochon gemstones** (*Bulgari Hotels, n.d.*)
- **Entered hospitality via joint venture with Marriott in early 2000s** (*Falstaff, 2023*)
- **First hotel opened in 2004 in Milan** (*CPP-Luxury, 2018*)
- **Concept: transform luxury Italian lifestyle into immersive hospitality** (*CPP-Luxury, 2018*)



(Fig. www.bulgari.com, n.d.)

BVLGARI CULTURAL CONTEXT

- Embodies “la dolce vita”:
pleasure, design, social atmosphere (*Falstaff, 2023*)
- Uses Roman materials:
travertine, marble, bronze (*WOTA, n.d.*)
- Service reflects Italian ospitalità:
warm, expressive, elegant (*Italy Hofstede Analysis, 2015*)
- Italian culinary identity preserved through Il Ristorante –
Niko Romito (*The Week, 2023*)
- Blends Italian design with local culture across global
properties (*The Week, 2023*)



(Fig. Bulgarihotels.com, 2025)

ITALIAN CULTURE SNAPSHOT

Communication

- Warm, expressive Italian communication style (*Hall, 1976*)

Business Rhythm

- Trust, credibility, and reputation (*Koerber, 2017*)

Teamwork

- Strong personal networks, clearly defined roles, and high admiration for expertise (*Hofstede, 2021*)

Guest Expectation

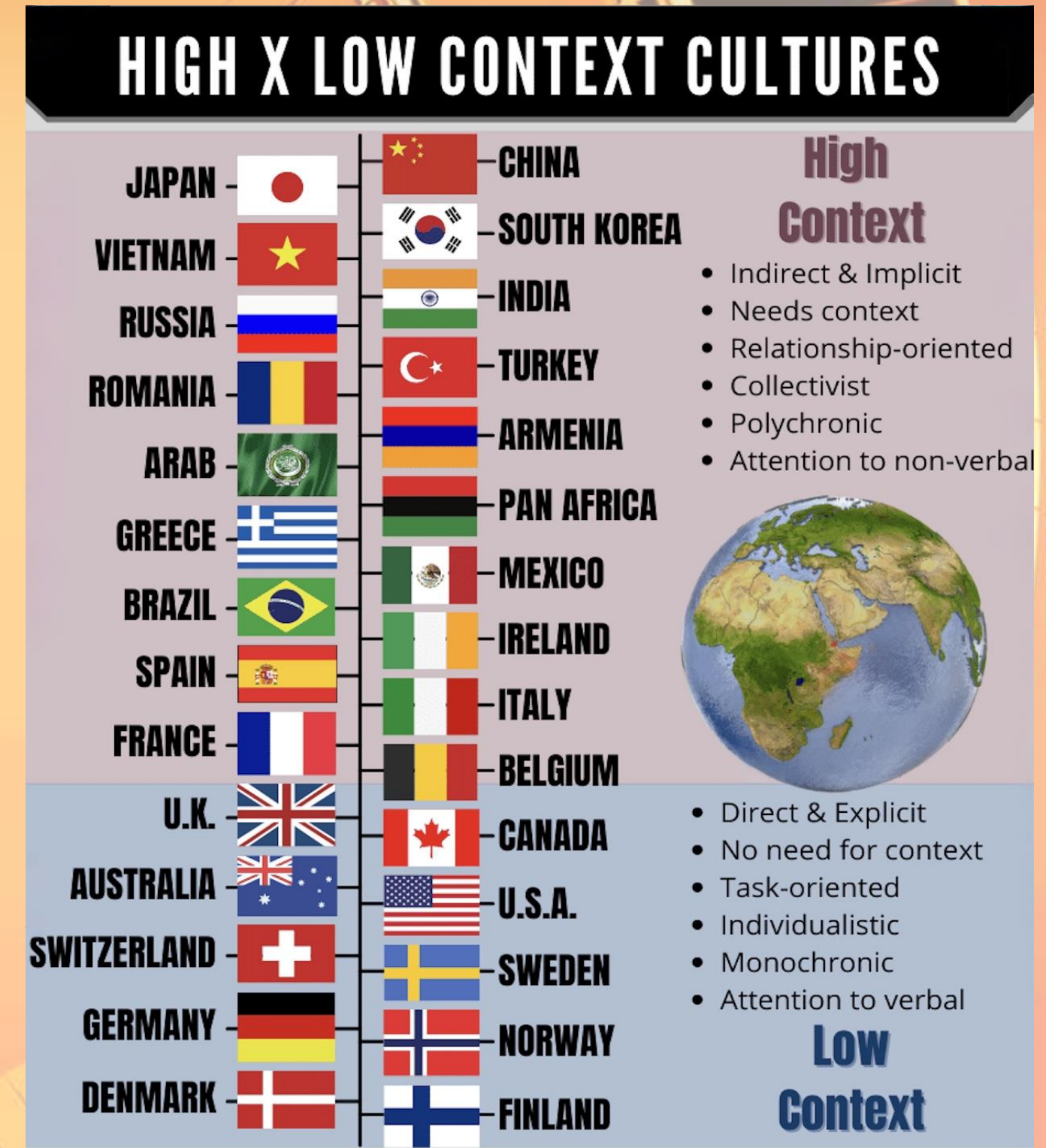
- Luxury guests expect unique experience, authenticity, and distinctive value (*Pine & Gilmore, 1999*)



(Fig. *Linkedin.com*, 2025)

ITALIAN vs CHINESE COMMUNICATION

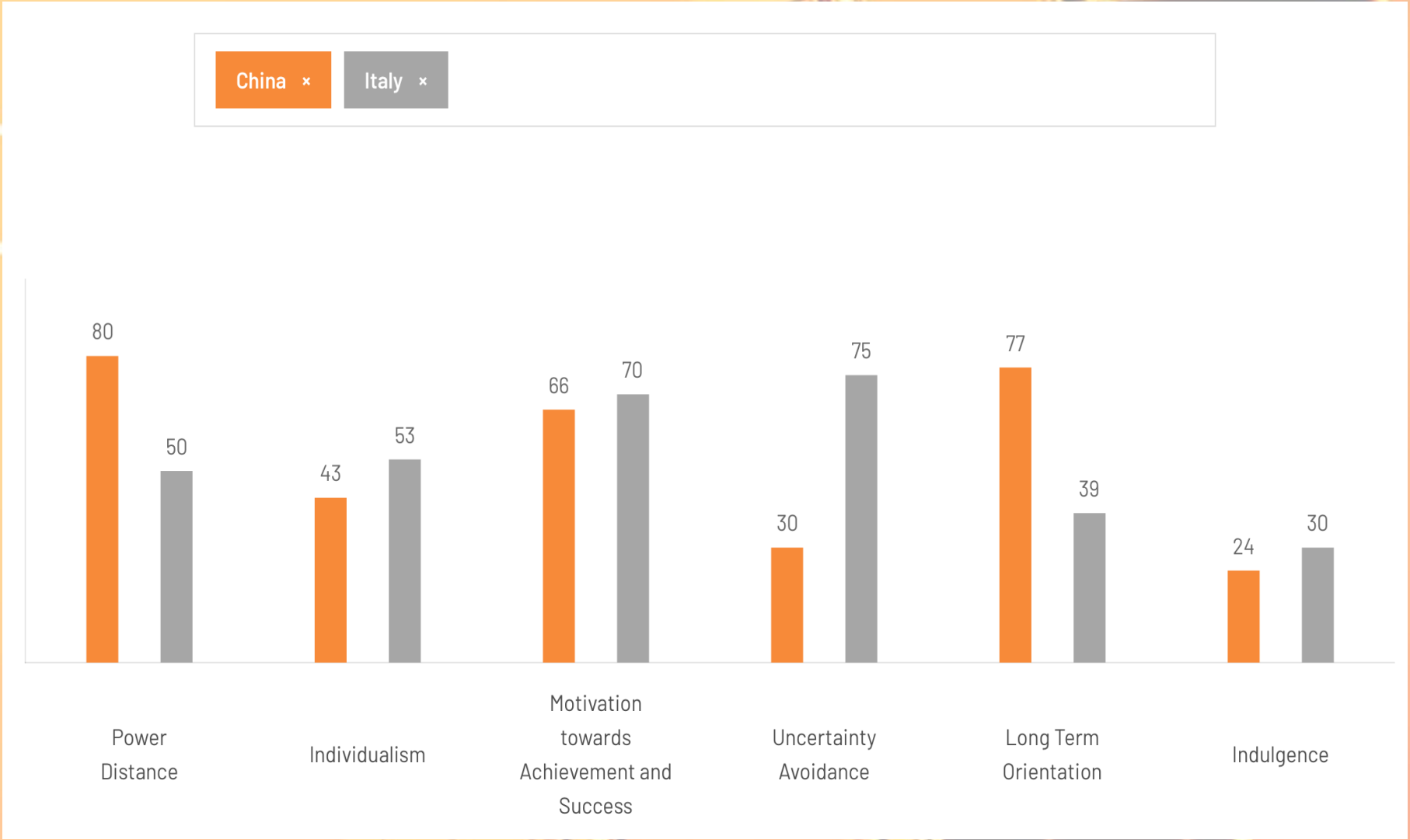
- Bulgari is an Italian luxury brand, while China is one of its fastest-growing luxury markets, making Italy–China communication comparison strategically important (*CPP-Luxury, 2018*)
- Italian communication is warm and expressive, while Chinese communication is formal, indirect, and hierarchy-focused (*Hofstede Insights, 2015*)
- Understanding these differences helps Bulgari blend Italian warmth with the discreet style preferred by Chinese guests (*Falstaff, 2023*)
- Comparing both cultures ensures Bulgari maintains Italian luxury standards while meeting expectations in a key market like China (*CPP-Luxury, 2018*)



(Fig. Fittipaldi, 2021)

COMPARATIVE CULTURAL ANALYSIS: CHINA vs ITALY

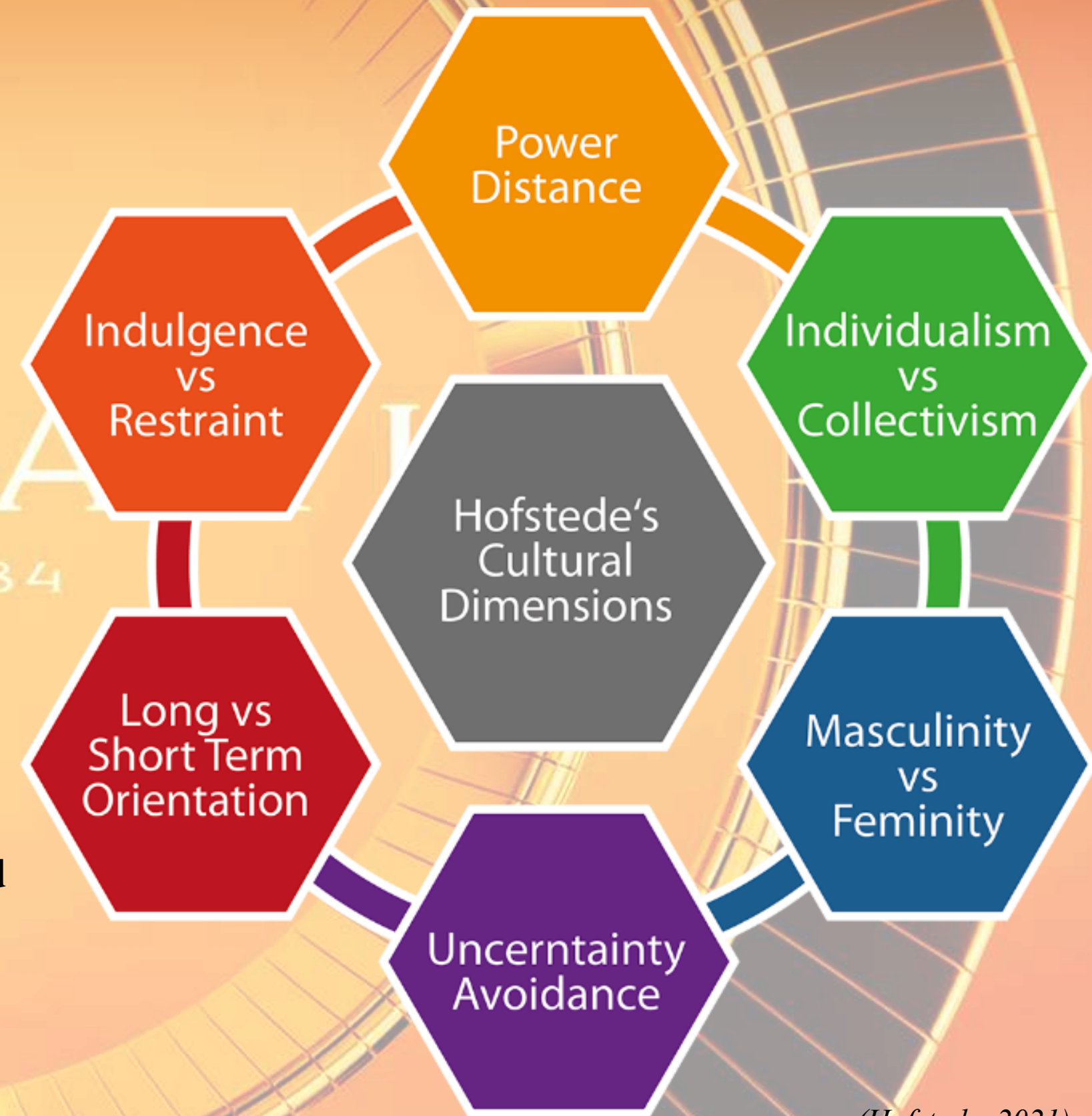
Dimension	China	Italy
Power Distance	Very hierarchical; authority respected.	Moderate hierarchy; open to questioning leaders.
Individualism	Collectivistic; group harmony valued.	More individualistic; personal autonomy important.
Achievement / Success Orientation	Competitive and performance-driven.	Competitive; slightly more assertive.
Uncertainty Avoidance	Comfortable with ambiguity; flexible.	Prefers structure, rules, clear guidance.
Long-Term Orientation	Strong long-term focus; strategic and future-oriented.	More short-term; values tradition and quick results.
Indulgence	More restrained; controlled gratification.	Slightly more indulgent but still restrained.



(Fig. The Culture Factor Group, 2025)

HOFSTEDE'S THEORY

- **Power Distance:**
how much a society accepts unequal power and authority.
- **Individualism vs Collectivism:**
whether people prioritise personal independence or group loyalty.
- **Masculinity vs Femininity:**
whether a culture values competition and achievement, or cooperation and quality of life.
- **Uncertainty Avoidance:**
how comfortable people are with uncertainty, change, and unclear situations.
- **Long-Term vs Short-Term Orientation:**
whether a culture focuses on future goals and planning or tradition and quick results.
- **Indulgence vs Restraint:**
how much people allow themselves to enjoy life and express emotions.

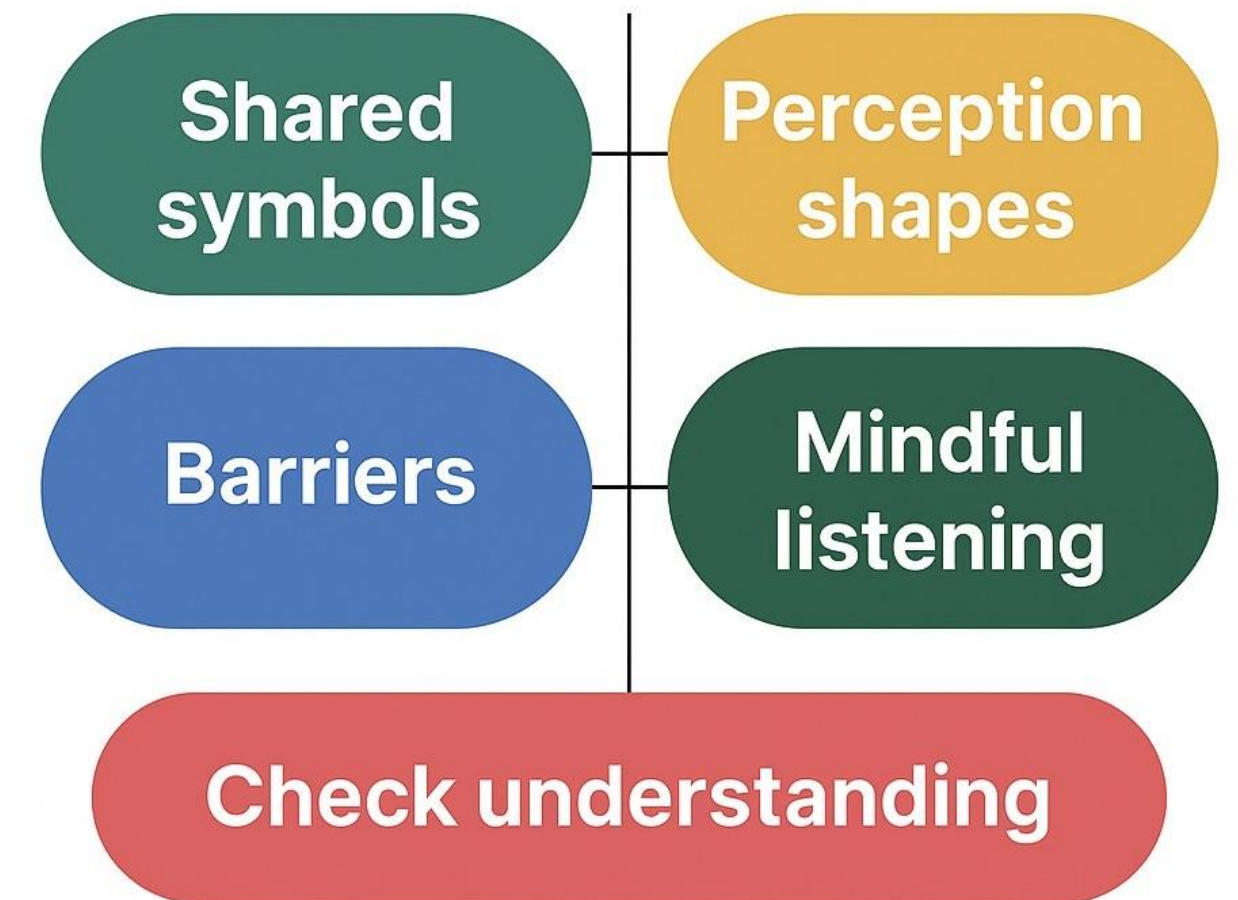


(Hofstede, 2021)

JANDT'S THEORY

- **Communication uses shared cultural symbols (words, gestures, meanings).**
- **People from different cultures perceive messages differently.**
- **Perception is shaped by identity, history, and cultural background.**
- **Barriers include stereotypes, assumptions, ethnocentrism, and language issues.**
- **Effective communication requires mindfulness, flexibility, and checking understanding.**

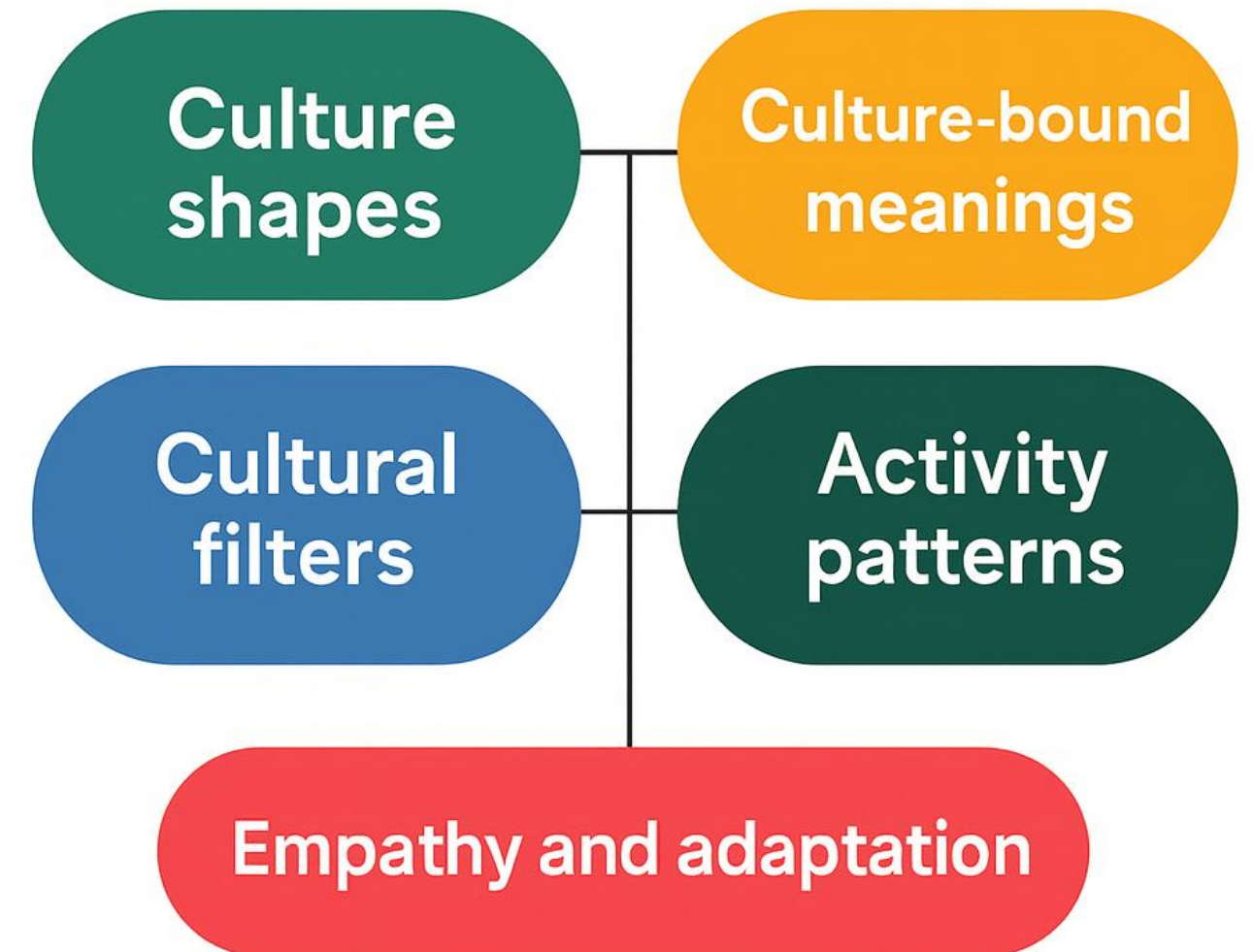
Jandt's Theory



SAMOVAR'S THEORY

- Culture shapes how people learn to think, feel, and communicate.
- All communication is culture-bound with learned meanings and behaviours.
- Differences in cultural filters often lead to misunderstanding.
- Key cultural patterns: activity, social relations, time, human–nature.
- Effective intercultural communication requires empathy, mindfulness, and adaptation.

Samovar's Theory



KEY CHALLENGES AND OPPORTUNITIES

Challenges

- **Balancing Italian brand identity with local cultural expectations in China.**
- **Risk of miscommunication due to differing communication styles.**
- **Guest dissatisfaction caused by cultural misunderstandings in service interactions.**

Opportunities

- **Strengthen brand loyalty by delivering culturally tailored luxury experiences.**
- **Leverage cultural insights to improve conflict resolution and service recovery.**
- **Position Bulgari as a leader in culturally intelligent luxury hospitality.**



(Fig. Saumya Ancheri, 2018)

RECOMMENDATIONS

Hofstede Briefings

Map market risk, align authority, directness, timing (*Radzi, 2015*)

Jandt Checks

Ask confirmation questions and examples.

Samovar Training

Learn mindfulness, empathy, and nonverbal calibration by role-playing.

Language Systems

Simple handovers, bilingual SOPs, recovery letter templates.

Follow-ups/Measures

Use culturally adapted outreach methods and track results.

Cross-Cultural Training



Benefits intercultural competence in building relationships, establishing trust & collaborating with colleagues from different cultures.



Emphasise the value of understanding diverse cultural norms, values, communication styles & business practices.



Positive impact of improved communication skills on collaboration & business efficiency



Cross-cultural training encourages appreciation for diversity, reduces biases, & retains top talent from diverse backgrounds.

CONCLUSION

Bulgari Hotels operates at the intersection of Italian heritage and diverse global cultures, making effective intercultural communication essential to its service success. The comparison between Italy and China illustrates how cultural expectations shape guest interaction, service delivery, and brand consistency. By applying frameworks from Hofstede, Jandt, and Samovar, Bulgari can better understand cultural differences and anticipate communication challenges and minimise misunderstandings. Strengthening cultural awareness, adapting communication styles, and embedding empathy into service practices will enable the brand to deliver consistent luxury experiences while respecting local cultural norms across its international properties.



(Fig. Lvmh.com, 2025)

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