

Luxury Redefined

an era of maximalist design



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ID 248177

Word Count : 2926



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Introduction

Luxury used to be rare, exclusive, and unobtainable - the Birkin from Hermès and the Classic Flap from Chanel, something only the ultra-elite could afford, but everyone wanted to have. This was the place where intense craftsmanship and long heritage justified the high price points and exclusive distribution (Scirp.org, 2025). A brand is known to be the sum of perception and promise, and luxury has historically promised something different from the ordinary (Shaw, 2025).

Mass globalization, technology, and digitalization have ruined these high barriers to entry. The democratization of luxury has made it accessible to a much broader audience, reshaping the landscape completely and what it means to be luxurious (Shukla and Rosendo-Rios, 2025).

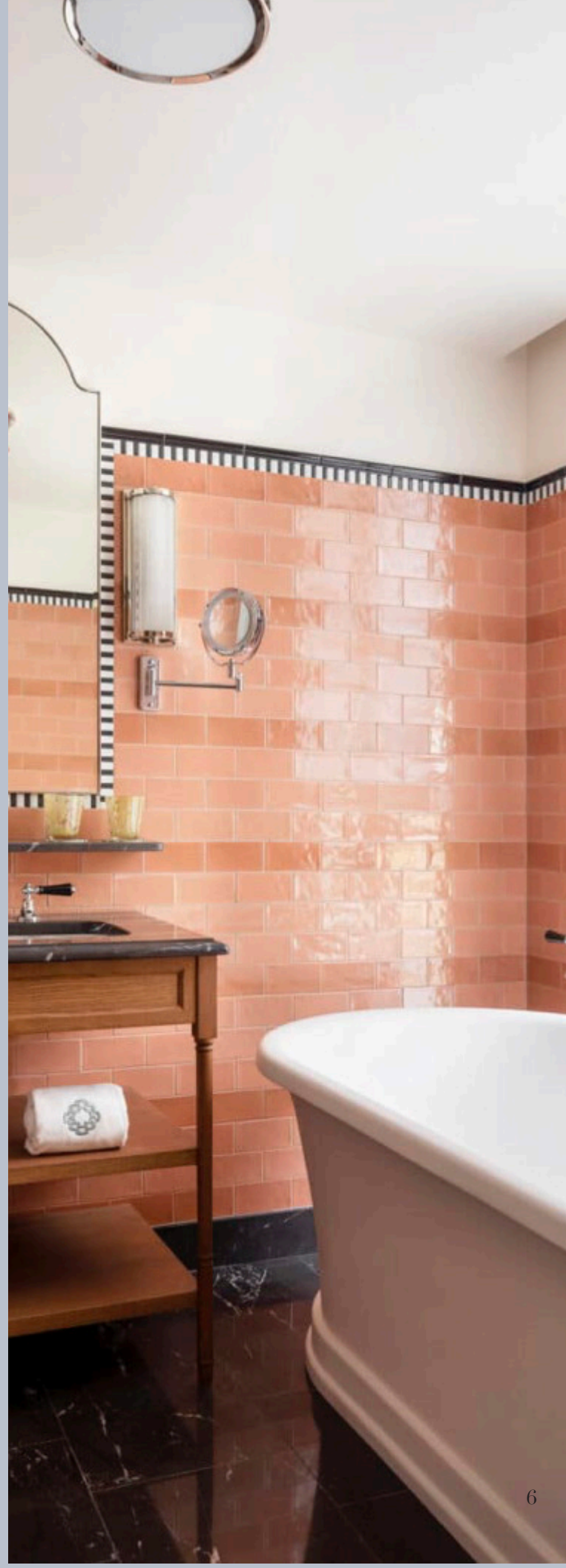
Social media has accelerated consumers' desire and immediate imitation. Fast fashion can now mimic luxury aesthetics almost instantly (Tungate, 2012). As logos become obtainable and counterfeited, they no longer signal prestige. Luxury was once dominated by loud logos; now it is leaning into something much more discreet.

Luxury has always been more than goods; it's a fine-dining experience, superyachts, and vacationing at an exclusive resort (Tungate, 2012). Luxury has always been constantly evolving, but now the shift has become even more drastic. We are now operating in what Pine and Gilmore (1998) have described as the Experience Economy - a cultural shift from selling products to wanting memorable events. What was once about possession is now about participating in exclusive experiences. From members' clubs to private chauffeurs and chefs. Brands are entering an era of intentional, design-led luxury, where taste and storytelling now signal elite status.



Contemporary luxury is no longer defined solely by exclusivity or high prices. Instead, it is characterized by curated experiences, intentional aesthetic choices, and the creation of long-lasting memories that affirm identity.

This report explores modern luxury within hospitality - the fastest-growing luxury segment in 2025 (Bain & Company, 2025). Through macro-analysis of luxury's evolution, industry assessment of brand strategy, and analysis of three properties - Faena Miami, Bulgari Hotel Tokyo, and Le Grande Mazarin Paris - this report examines how maximalist hospitality brands leverage design, experience, and storytelling to redefine luxury in a digitally saturated world.





“After the shopping spree era, experiences and emotions have become the true engine of luxury growth, the new formula is clear: entertainment, emotion, and ethics are the real sources of value.”

Claudia D’Arpizio, Bain & Company



What Luxury Means Today

The luxury sector is experiencing its first slowdown in years due to recovering from the pandemic, macroeconomic forces, and shifting consumer values. (McKinsey, 2025). Luxury consumers now span different generations, income levels, and cultural values, creating complex relationships with the industry. The overexposure and weakened exclusivity force brands to realign with a new definition of luxury. Low price entry points, secondhand selling, and dupe culture make luxury accessible to wider audiences (Wiley, 2025).

We now live within Pierre Bourdieu's (1984) concept of cultural capital, in which non-economic assets such as intellect and taste signal distinction rather than logos. Consumers seek distinction through experiences harder to replicate - real estate, travel, bespoke experiences - things you are not able to counterfeit (Wiley, 2025).

McKinsey and Bain-Altgamma 2025 yearly report identifies hospitality as the fastest-growing luxury industry, outpacing the goods sector. In order to ensure long-term sustainability, brands must adapt to changing expectations and build deeper relationships. Millman's (2011) emotional branding theory suggests that brands creating psychological bonds rather than transactional relationships generate long-term loyalty. Experiences are personal and emotional - you cannot duplicate an experience; it must be felt. This supports the strategic importance of luxury hospitality. Modern consumers seek experiences that engage all senses and tell stories.

Macro Drivers of Change

in luxury hospitality

Luxury is evolving globally; what happens in one market affects another. This analysis is supported by the PESTLE framework (see Appendix).

According to J.P. Morgan Global Research (2025), 60% of consumers across the US and Europe have turned to resale platforms in response to inflation and declining disposable income. Right now, the US is leading in luxury spending, while Europe is seeing a drop in tourist spending. In Asian markets, we are seeing a shift in consumer priorities - China now wants experiences and quiet luxury over logo-heavy luxury. We are also now seeing more Latin Americans and Middle Easterners traveling, creating new tourist trends (Mann, Bartman, and Krishnan, 2025). The US and European unemployment rates among young consumers have a great impact on luxury spending.

Luxury brands face a pivotal moment that requires recovery and preparation for future growth. Political unrest, particularly in the US and the Middle East, complicates international travel requirements and visa applications, which impacts tourist flow. Luxury travel is among the strongest-performing segments, with consumers choosing experiences over goods, yet operational costs are rising, making profitability even harder (KPMG, 2024).

Young generations are now entering the luxury industry, which is creating more opportunities. They are seeking personalized, sustainable experiences. Hospitality brands should incorporate AI and other technologies to engage with this new, technology-heavy generation. There is a growing preference for tailored experiences, consultations, and personal events over transactional interactions, which drives another shift. The global wellness economy expands rapidly, and longevity becomes key growth - consumers want spaces contributing to health and wellbeing (Kearney, 2025).

The Role of Luxury Brands Today

To stand out, luxury brands must deliver more than product - they need to become cultural phenomena and lifestyle ecosystems. Brands are multifaceted corporations that shape culture, influence identity, and create multiple touchpoints without diluting the brand. A major challenge is balancing the exclusive status of luxury while remaining relevant to wider audiences (Kapferer and Bastien, 2009).

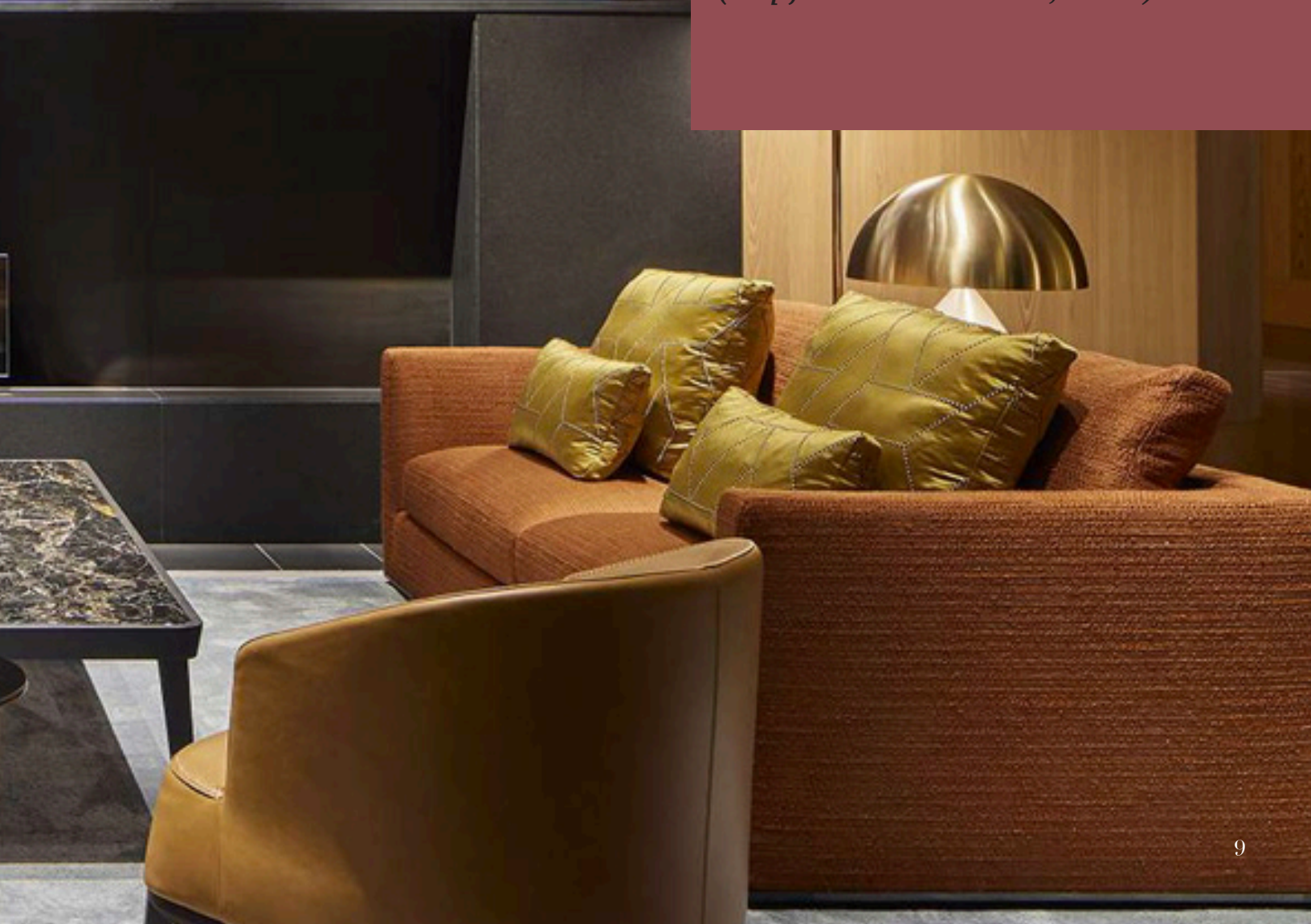
Within the hospitality industry, location is everything. Real estate is now one of luxury's most powerful strategic assets. Where a brand positions itself helps shape its brand identity just as much as the product. Luxury hospitality requires highly sought-after locations, one that embodies arts, culture, and design - a new preference the clientele wants. (Pine & Gilmore, 1999).

Being diverse and unique is no longer a growth strategy - it's necessary in order to remain relevant. Luxury hotels are becoming residences, having gourmet restaurants, partnering with artists, and even extending to cruises and trains. Hotels are becoming a destination themselves.



“The most successful luxury brands are no longer selling products. They are selling a world - a set of values, aesthetics, and experiences that consumers want to live inside.”

(Kapferer and Bastien, 2009)



The Role of Luxury Brands Today

Louis Vuitton exemplifies a brand that goes beyond just products. The Foundation Louise Vuitton provides public access to contemporary art, elevating the brand's cultural credibility and awareness with a new audience. Café V brings luxury into everyday coffee experiences, creating a connection with the community without diluting prestige. LVMH operates across fashion, jewelry, spirits, and now hospitality with Cheval Blanc. Gucci Osteria, in partnership with Michelin-starred chef Massimo Bottura, creates dining experiences within the brand's aesthetic, reaching consumers in different ways.

These brands recognize modern luxury consumers want specific lifestyles. The most relevant brands understand identity extends beyond just brick-and-mortar - it's a world.



How Hotels Operate

Luxury hospitality business operating modules are evolving constantly, though some remain particularly relevant. Traditionally, luxury brands have wanted in-house ownership for complete control, but shifting consumer preferences require brands to adapt (McKinsey & Company, 2025).

An asset-light model allows third parties to manage or franchise hotels, enabling the brand to focus on its own branding (Ey, 2024). Branded residencies, such as those offered by Marriott International, represent a hybrid model of the rental and hospitality sectors (Costar, 2026). Wellness resorts represent the fastest-growing segment, combating burnout and supporting aging while also prioritizing authenticity. The Equinox Hotels are examples of wellness resorts.

A luxury brand extension, leveraging brand names into new product categories such as hospitality, helps consumers recognize the brand name, which builds immediate trust. The Bulgari Hotel, Armani, and Versace are examples of this model. Boutique hotels are smaller and offer a more personal, intimate experiences that embody the local regions of the hotel, through bespoke services.

However, hotels have high upfront costs and often struggle to generate revenue. The main source of income is guest rooms. Additional income comes from F&B, meeting and event space, spa and wellness, and other amenities such as laundry. At the luxury level, 70% of revenue comes from rooms, and 30% comes from other aspects. Luxury hotels include retail space below and excursions that elevate the experience (Wolfgramm Capital, 2023).

Who's Winning

Successful luxury hospitality brands tap into more than just accommodation - they become full ecosystems engaging all senses. The Ritz-Carlton has entered the growing cruise segment, Four Seasons uses private jets and yachts for its guests, and Aman has a member club, recognizing the importance of the guest experience. The Peninsula and Shangri-La Hotels use AI for customer personalization (Mann, Bartman and Krishnan, 2025).

With the rise of home-sharing and Airbnb, hotels must become full-service providers. The Pendry Hotel on Manhattan West demonstrates the benefits of being an office, retail, and hotel space, using all spaces to elevate the brand's name (Costar, 2026). As expectations intensify, brands must provide exceptionally high-end services for guests. The Andaz Costa Rica dives into health and wellness, offering longevity-centered retreats (Yagoda, 2024).

Establishing hospitality legitimacy and being respected is challenging in an ever-changing market, where consumers invest significant resources in their stays. Providing cultural spaces and investing in innovation aligned with evolving preferences increases a hotel's long-term survival. Success balances traditional luxury with winning new generations, making purchasing decisions. The hotels that are thriving have successfully straddled both of these worlds.





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Faena, Miami Beach

The Faena Miami Beach is a spectacle itself, with red velvet, gold interiors, cheetah-print fabrics, and art deco, transporting guests into a world of glamour and theatrics. Founded by Alan Faena and Len Blavatnik in Buenos Aires (2004), the brand expanded to Miami Beach (2015), recently opened in New York City (2025), and is working towards Dubai. Over the past decade, Faena has evolved from a boutique hotel into a comprehensive lifestyle brand, with branded residences, the Faena Forum cultural center, and wellness offerings, demonstrating diversification beyond traditional hospitality. Consistently ranking in the top 10 in Buenos Aires and Miami, the hotel is known for its vibrant nightlife, live DJs at the Saxony bar, celebrity chef Francis Mallmann's restaurant, and a gold-plated woolly mammoth skeleton.

Each floor has dedicated butlers and experience managers ensuring curated experiences. In Miami, there are residences and beach club memberships, positioning itself at the intersection of art, entertainment, architecture, and culture.

In 2020, Accor, which manages thousands of properties globally, acquired Faena for plans of massive expansion (Forbes, 2019). Alan Faena created spaces embodying soigné sensuality and “the Faena effect”, reviving 1950s-60s Hollywood glamour, blurring fantasy and reality (Faena, 2020). The 169-room property was designed by Baz Luhrmann and Catherine Martin, renowned extravagant costume designers. Revenue streams include: membership club, Tierra Santa Healing House spa, rooms, F&B, resort day passes, event spaces, retail, and art exhibitions at the Forum.

Faena, Miami Beach

future proofing

Faena can withstand trends through a strongly differentiated positioning. While maximalistic interiors are currently fashionable, Faena's commitment to art, bold design, and culture has always been at its core, positioning it as a cultural institution.

Expanding into Buenos Aires, Miami, and New York, Faena should continue to target culturally rich cities aligned with theatrical, art-forward positioning - like Lisbon, Mexico City, and São Paulo. Faena is highly dependent on ultra-luxury spenders and destination travelers, leaving it vulnerable during economic downturns or unrest. Diversifying revenue through local memberships, such as passes or cultural events, can ensure stable growth. Today, it's crucial to focus on environmental transparency, which is increasingly important to younger consumers. Being situated on the beach, sustainable initiatives involving the ocean can future-proof the brand, ensuring they value the world rather than just aesthetics.



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BVLGARI

HOTEL TOKYO



Bulgari Hotel, Tokyo

Bulgari, a renowned Italian luxury house for over a century, recognized the importance of brand extension in the early 2000s. Bulgari Hotels spans global cities from Milan, London, Bali, and Shanghai, with future expansion planned. Over the past decade, Bulgari evolved from an experiential brand extension into a major pillar of LVMH's hospitality portfolio, operating under an asset-light model that recognizes exclusivity over scale.

Bulgari Hotel Tokyo, opened in 2023, blends Italian craft with Japanese culture. The property offers 98 rooms, including bespoke services, Michelin-starred restaurants, and an exceptional spa experience. It's known for curating culture through exclusive city guides, Tsukiji fish market tours, golf excursions, and contemporary art tours. The hotel is intentionally designed around Bulgari craftsmanship, with architectural details inspired by a brooch specific to Mount Fuji, floor-to-ceiling windows, and black stone accents.

Bulgari is a fusion of Italian craft with local history, embodying ultra-luxurious, timeless glamour and intentional detail. The hotel generates revenue through multiple streams: rooms, spa amenities, F&B at Il Ristorante - Niko Romito, Sushi Hōseki, Bulgari Dolci boutique, Bulgari Bar, and Terrace Garden, welcoming non-hotel guests. The hotel is strategically situated within Tokyo's Yaesu shopping district, attracting high-net-worth clientele.

The property was designed by a Milan architecture firm, integrating Italian lifestyle with Tokyo's culture. Bulgari recognized the high expectations that come with extending its brand into hospitality and consistently exceeds guest expectations. At Tokyo's 2023 launch, Bulgari added a pink diamond to its jewelry collection, honoring the Japanese cherry blossoms and demonstrating cultural respect. LVMH reported a 21.99% revenue increase for Bulgari in 2023, largely attributed to the Tokyo opening.

The hotel operates under the LVMH group; the property is owned by the Japanese real estate group Mitsui Duosan and managed by Marriott International.

Bulgari Hotel, Tokyo

future proofing

To remain premium and exclusive, Bulgari must resist rapid scaling. They should continue choosing major cities that align with their ultra-high-net-worth clientele and that appreciate fine jewelry and craftsmanship. Future locations must honor local culture and Italian heritage while maintaining balance with the brand identity.

They should embrace jewelry enthusiasts by offering private viewing, bespoke design consultations, and exclusive shopping. Bulgari should continue to authentically embrace local artists and traditions - exemplified by the pink diamond launch - developing authenticity and meaningful relationships.

While the spa offerings are strong, integrating longevity-focused wellness programs and respected medical staff would align with ultra-wealthy priorities. Incorporating specific jewelry sustainability - circular design principles, ethical sourcing, and behind-the-scenes access - would appeal to young consumers, enhancing prestige. Showing timeless craft and repairs would help reach new demographics without losing its rich heritage.





LE GRAND MAZARIN



Le Grand Mazarin, Paris

Le Grand Mazarin sits at the heart of Paris, in Le Marais, offering a unique Parisian experience. This hotel was designed by Swedish designer Martin Brudnizki, and is known for French elegance with a modern twist - whimsical and warm. It is inspired by old-fashioned literary salons and is described as “Wes Anderson meets Alice in Wonderland” (Condé Nast Traveler, 2024).

The French hotel group Maisons Pariente owns the property, and it is their first urban hotel, the most electric and maximalist with its distinctive personality. Since 2020, Le Grand Mazarin has positioned itself as a Paris cultural hub, attracting design-loving travelers and local Parisians through its art and sustainability commitments. There are over 500 artworks throughout, from plant motifs to pastels, and an overarching mural covering the pool that has become famous in its own right.

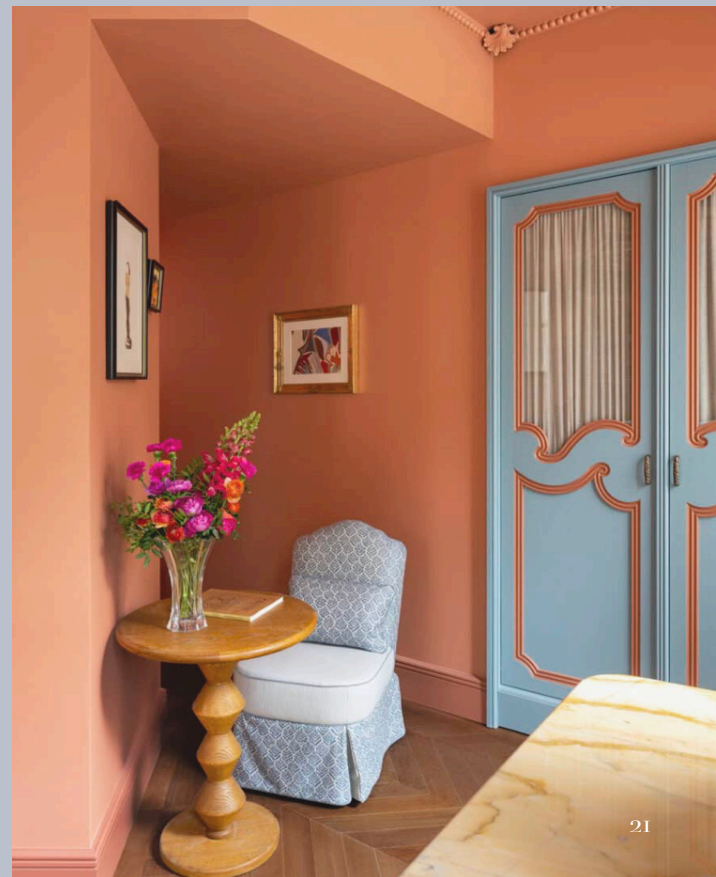
The hotel offers spa services and dining inspired by Middle Eastern cuisine at Boubalé, led by a Michelin-starred Israeli chef. The hotel prioritized eco-friendly practices, offering optional linens and bath towels and reducing water and energy consumption. This property blends art, culture, music, and literature, showing the importance of shared ideas and conversation. It's filled with bold patterns and creative people from all over.

The hotel uses French Living Heritage Companies (EPV) for its art and embroidery, which carry government seals, ensuring traditional craftsmanship. They commission site-specific artwork throughout. The staff is known to be culturally fluent, to respect all languages, and to create an intimate feel. Revenue streams include: 61 rooms, wellness area, private events, F&B, and a speakeasy bar. Being in the heart of Le Marais is a selling point in itself, an area known for art, fashion, and nightlife. The hotel is a destination for people who want a colorful, social space.

Le Grand Mazarin, Paris

future proofing

By offering an intimate travel experience, the hotel should extend to locals by hosting artist talks, reading groups, and musical performances that align with the identity of a cultural salon. The hotel has one restaurant with unique cuisine and should consider expanding its F&B offerings, perhaps offering a members' club experience with exclusive dining nights. They should leverage their art positioning by developing curated experiences and tours, hosting walks through the property for guests, or creating a small rotating gallery of emerging artists. This hotel is young, so it's crucial to stick to its foundation and resist pressure to expand. They should prioritize creating an intimate, exceptional, warm, and welcoming guest experience.





The End

Contemporary luxury hospitality needs to be more than just being accommodating these days- brands must become cultural institutions that prioritize being a memorable experience. In order to remain relevant, hotel brands must look inwards and begin building for a better tomorrow. This means truly embracing emerging technology and new markets, and prioritizing shifting consumer preferences while staying true to their own brand identity.

The modern-day consumer is seeking experience-led luxury. Maximalistic design in hospitality brands is offering a place to reclaim a unique personality and experience bold expression. These spaces not only provide an enriching experience but also prompt the consumer to question their self-identity. These specific brands mentioned in this report are thriving because they recognized the need to deliver above and beyond expectations. They curate intentional aesthetics that create emotional resonance and lasting memories. Luxury today is no longer what you own - it's about what you experience, and how those experiences shape who you are.

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Appendix: PESTLE Analysis

Global Luxury Hospitality Industry (2025 - 2026)

Political:

Unrest in the Middle East and US for example - create tension across the world, and causes complicated international travel requirements - specifically with Tokyo, London and Miami

Influenced by visa regulations, diplomatics, geopolitical tension - affect mobility
Hotels are responding by diversifying their target markets and adjusting their marketing practices (Mckinsey & Company, 2025)

Governments are increasingly introducing tourism taxes to visitors to address overtourism issues (Baker McKenzie, 2025)

This then affects the pricing of hotels making it more expensive to stay.

Economic:

Luxury consumers want exclusivity, high quality, personalization and experiences

Operating costs of a hotel is extremely high - labor, energy, property, compliance (Baker McKenzie, 2025)

Luxury sector continues to outperform mid income travel

Taking fewer trips, but spending more during them (Ewen, 2025)

Investing in luxury is at an all time high, luxury hotels and branded residences

Emerging hospitality markets - Middle East, Africa, are attracting more revenue (Baker McKenzie, 2025)

Social:

Demand for a more authentic and experiential travel experience

Repositioning as curators of culture immersion - focusing on architecture, cuisine and experiences (Baker McKenzie, 2025)

Increase in wellness and holistic travel

Remote work travel - co working spaces, long term stay (Baker McKenzie, 2025)

Technology:

AI generates personalization and automation (Baker McKenzie, 2025)

Contactless check-ins, dynamic pricing, guest experiences concierge

Legal:

Data privacy

Use of technology brings on privacy concerns

Labor laws and workforce regulations

Complex laws regarding immigration, wages, hours, health (Baker McKenzie, 2025)

Environmental and sustainability laws

Environmental:

Sustainability is now becoming an expectation - especially with Gen Z

Climate risk due to travel

Appendix: Image List

(2, 9, 11, 15, 16, 17, 18)

Bulgari Hotel Tokyo. (2026). Bulgari Hotel Tokyo: Image Gallery. [online]
Available at: https://www.bulgarihotels.com/en_US/tokyo/image-gallery.

(1, 8, 10, 12, 13, 14)

Faena. (2024). Faena Hotel Miami Beach Gallery. [online] Available at: <https://www.faena.com/miami-beach/gallery>.

(3, 4, 5, 6, 7, 19, 20, 21, 22)

Le Grand Mazarin. (2025). Hotel Picture | Gallery | Le Grand Mazarin Paris.
[online] Available at: <https://www.legrandmazarin.com/gallery>.

Appendix: Business Model Canvas

Faena hotel Miami Beach

Key Partners:

Accor - Paris based global hospitality company (Faena, 2019)
Baz Luhrmann and Catherine Martin - Designers
Artists - Gonzalo Fuenmayo, Manuel Ameztoy
Culinary team
Real Estate Partners - Len Blavatnik - co founder and investor in Faena enterprise (Faena, 2019)
Tierra Santa Healing Spa House

Key Activities:

1. Hotel Operations
Guest services, Experience Curators, Housekeeping, F&B
2. Cultural Programming
Exhibitions, Art collaborations, Nightlife
3. Beachfront
Pool and Beach

Key Resources:

1. Physical Property
Miami Prime Real Estate - 4 blocks on Collins Avenue taking of Saxony Hotel (Faena, 2019)
160 rooms / suites with maximalistic design
Faena Forum
Beach club and pool
Tierra Santa Healing House Spa
Restaurants and entertainment
2. Faena Brand and Aesthetic
Faena effect
Design collaborations throughout
3. Employees
501-1000 employees
Celebrity chef partnerships (Francis Mallmann)
Art installations by Damien Hirt, Alberto Garutti etc.
Iconic design - gold woolly mammoth skeleton

Appendix: Business Model Canvas

Faena hotel Miami Beach

Cost Structure:

High-end design, Art investment, Exclusive amenities (Faena, 2019)

Capital-Intensive / Value-Driven Model

Asset Heavy Business Model

Hotel, Retail, Residences, Cultural Forum, F&B, Wellness, Beach club

Value Proposition:

The “Faena Effect” a curation of high luxury lifestyle that mixes art, culture, high end residences, hotel and entertainment district (Faena, 2019).

Maximalistic aesthetic

Global recognition

Cultural immersion

Customer Relationships:

1. Highly personal experience

Experience managers and butlers on every floor

Pre-arrival concierge

Bespoke itinerary through concierge

2. Miami community focused

Beach club memberships - local relationships

Faena Forum with cultural programming

Resident events and artists collaborations

Repeat customers, influencer/VIP events

Channels:

1. Direct Channels

Faena.com for direct booking

Faena mobile app for guest services and reservations

On property sales team for residences, events, memberships

2. Partnership Channels

Accor - global distribution through 5,000 properties across 110 countries (Faena, 2019).

Luxury travel concierge services

Selective luxury platforms

Appendix: Business Model Canvas

Faena hotel Miami Beach

3. Marketing and Brand Channels

Social Media - Instagram

PR and Media - Condé Nast Traveler, Forbes Travel Guide

Word-of-mouth and influencer partnerships

Faena Forum Cultural programming attracting media attention

Revenue Streams:

Primary Revenue - rooms (60-70%)

169 rooms with 111 suites - estimated 25M - 50M revenue (Faena, 2019)

Secondary Revenue (30-40%)

Food & Beverage

Los Fuegos by Francis Mallmann, Pao, Saxony Bar, Living Room

Event & Meeting space

20,000 sq ft meeting space for 750 guests across 21 indoor and outdoor spaces (Faena, 2019)

Spa & Wellness

Tierra Santa Healing House

Beach Club Membership

Faena Forum ticket events, conferences, performances (Faena, 2019)

Branded Residences

Launched October 2024 - two 60-storey towers (Faena, 2019)

Retail

Faena Bazaar boutique

Resort day passes

Non-guest access to amenities

Customer Segments:

1. Ultra High Net Worth Individuals

Worldwide travelers seeking a specific luxury experience

Art collectors, cultural enthusiasts

Seeking exclusivity and social status

Those who value art, luxury, immersive entertainment, design lovers

2. Local Miami elitist: upscale dining, nightlife, beach membership, residences

3. Gen Z and Millennials with high disposable income who want the experience

Appendix: Business Model Canvas

Bulgari Hotel Tokyo

Key Partners:

LVMH group ownership - capital, infrastructure, luxury (2011) (Bulgarihotels.com, 2026)

Marriott International management partnership

Property owned by Japanese real estate group Mitsui Fudosan (Bulgarihotels.com, 2026)

Antonio Citterio Patricia Viel - Milan architecture firm ensure Italian design throughout all Bulgari Hotels (Bulgarihotels.com, 2026)

Culinary partners - Niko Romito

Hosoo - Kyoto textile company

Murano - Venetia glassblowers

Maison Berlutti - luxury tailored services

Key Activities:

1. Ultra luxury hospitality

Bespoke experiences

Golf excursion, art tours, private fish guides

Guest services

Housekeeping

2. Culinary experiences

Three consecutive Michelin star - Il Ristorante - Niko Romito

3. VIP guest experience - private viewing, ambassador stars

Key Resources:

1. Physical Property

Prime location - financial district

98 rooms and suites

1,000 square meter spa (Bulgarihotels.com, 2026)

Restaurants, Bulgari Bar, Boutique, Event spaces

2. Bulgari Aesthetic (Bulgarihotels.com, 2026)

Brand equity

Vintage Bulgari sketch, drawings, photography

Bulgari design - jewel-bright colors (saffron, emerald, sapphire) Partnership with Milan-based Antonio Citterio Patricia Viel architecture firm

Appendix: Business Model Canvas

Bulgari Hotel Tokyo

Hand blown Venetian glass, Murano chandeliers, Japanese temple wood, Kyoto textile company throws
Mount Fuji art work - Bulgari 1970s Bespoke Brooch
Original works of art
Multilingual staff - Italian and Japanese

Cost Structure:

Asset Light / Premium Service Model - Jewelry Brand Extension

Fixed Costs - Moderate/ Asset Light

Management Fees to Marriot

Brand Licensing to LVMH/Bulgari for name usage

Labor - staff

Property fees - Mitsui Fudosan for Tokyo Midtown Yaseu tower space

Design - bespoke design from glass from textiles to granite

Variable Costs

Food and Beverage

Guest Amenities

Experiences

Marketing and Distribution

Value Proposition:

Bold, contemporary Italian craft with Japanese culture (Bulgarihotels.com, 2026).

Embracing Jewelry, interior design with high end craft, Bulgari sketch,

Japanese craft, original works of art

Michelin starred dining experience - Il Ristorante - Niko Romito (3 consecutive stars)

Prime location - luxury district of Tokyo

Customer Relationships:

1. Ultra personalized bespoke services

Tailored services, packing/unpacking, personal shopping, barber, tailor, shoeshine (Bulgarihotels.com, 2026).

Curated experiences - contemporary art tours, private fish market guides, artist meet and greets, golf excursions

Pre-arrival preference

Appendix: Business Model Canvas

Bulgari Hotel Tokyo

2. Cross Brand Relationship

Using Bulgari brand, Jewelry clientele
Exclusive to hotel - serpentine bracelets, pink diamond
VIP treatment for existing customers

3. Loyalty

50-60% repeat guest rates - strong retention (Luxury Voyage, 2026)
Many locations with same Bulgari craft

Channels:

1. Direct Channel

BulgariHotels.com direct booking
Bulgari Jewelry boutique network, crossing selling touchpoints
On property concierge and reservations team

2. Partnerships

Marriott International management partnerships - Bonvoy program
(Bulgarihotels.com, 2026).
Private plane and yacht partnerships
Ultra-luxury travel advisors

3. LVMH

Cross-promotion with LVMH luxury portfolio
Bulgari jewelry client database
VIP clientele

4. Marketing Channels

Social Media - Instagram (featuring celebrity ambassador like Anne Hathaway)
PR through Forbes, Condé Nast Traveler
Word of mouth among clientele

Revenue Streams:

1. Primary revenue (60-70%)

Rooms - 98 rooms and suites (Bulgarihotels.com, 2026).

2. Secondary revenue (30-40%)

Food and Beverage
Il Ristorante - Niko Romito (3 Michelin Stars)

Appendix: Business Model Canvas

Bulgari Hotel Tokyo

- Sushi Hōseki
- Bulgari Bar
- Bulgari Dolci sweet shop
- Spa and Wellness
- Events - 2 ballrooms
- Retail and Cross selling
 - Bulgari jewelry and watch displays
- Bespoke experiences
- 3. Management fee - 3-5% of revenue goes to property owners / brand licensing fee for using the Bulgari name (Bulgarihotels.com, 2026).

Customer Segments:

1. Ultra-High-Net-Worth Individuals
 - Love the Bulgari brand, Ambassadors, Passionate about Jewelry
2. Luxury Business Travelers
 - C-Suite executives in Tokyo's Yasesu financial district
 - Bespoke Services - Unpacking/Packing, barber, Tailor, Shoeshine (Vogue, 2026)
 - Two Ballrooms - Corporate Clients
3. Experience Seeking Affluent Travelers
 - Culinary Classes, Golf Experience, Meet and Greet
 - Design enthusiasts Italian/Japanese culture
 - Wellness Focused
4. Repeat Luxury Guests
 - 50-60% repeat guests at Milan and London location demonstrate loyalty (Luxury Voyage, 2026)
5. Local Tokyo Elite
 - Michelin starred restaurant and Bulgari bar

Appendix: Business Model Canvas

Le Grand Mazarin Paris

Key Partners:

Maisons Pariente - parent company, hospitality group
Martin Brudnizki - Swedish designer
EPV - France's Living Heritage Companies
Site specific commissions - artists
Assaf Granit - Chef

Key Activities:

Salon like experience, where creative people can meet each other from different walks of life - art, conversation, exchange
61 rooms including 11 suites
Dining venues - Boubalé, Speakeasy, Winter Garden
Subterranea Spa
Art pieces

Key Resources:

1. Physical Property
 - Prime location - Le Marias
 - Mosaic above the pool - famous
2. Brand Identity
 - Multilingual staff
 - Literary salon

Cost Structure:

Asset-Heavy - Design Focused Boutique Model

Fixed Costs

Ownership

€300 million invested by Patrick Pariente/Maisons Pariente portfolio (Le Grand Mazarin, 2024)

Labor - multilingual fluent staff/ butler/ housekeeping - Michelin starred culinary team

Appendix: Business Model Canvas

Le Grand Mazarin Paris

Design / Art

500 words of art on site specific commissions by Sofia Pega, Jacques Merle etc (Le Grand Mazarin, 2024)

EPV Artisan Partnerships

Variable Costs

Food and Beverage

Guest Amenities

Experiences

Marketing and PR

Sustainability

Value Proposition:

17th century literary salon combining design, literature, music and human connection (Le Grand Mazarin, 2024)

Art Immersion - 500 words from all different types of artists

French Craftsmanship Excellence - Enterprise Du Patrimoine Vivant

Maximalist Whimsy Design

Sustainable leadership

Le Marais prime location

Customer Relationships:

Salon inspired connection - art of conversation

Ultra Personalized service - bespoke butler service

Channels:

1. Direct Channel

LeGrandMazarin.com website with direct booking

On property concierge and reservation teams

Maisons Pariente profolio

2. Luxury travel platforms

3. PR channels - Vogue, Conde Nast Traveler, CN Traveler

4. Social Media - Instagram

Appendix: Business Model Canvas

Le Grand Mazarin Paris

Revenue Streams:

Primary Revenue (65-70%)

61 rooms and 11 suites

Secondary Revenue (30-35%)

Food and Beverage - Boubalé, Speakeasy, Winter Garden

Spa and Wellness

Bespoke Experiences

Customer Segments:

1. Cultural Affluent Travelers

Design and food lovers - want unique Parisian experience

2. International travelers drawn to Le Marais

3. Creative Professionals

Writers, artists, intellectuals align with 17th century literary salon (Le Grand Mazarin, 2024).

4. Fashion and art lovers - Le Marais

5. Food and Wine Enthusiasts

Diners at Boubalé restaurant by Israeli Michelin starred chef Assaf Granit

6. Design and Art Collectors

500 works for art (Le Grand Mazarin, 2024).

7. Conscious Luxury Lovers

Eco-minded guests attracted to linen/towels and water/energy usage