

# Responsible Jewellery Council

## CASE STUDY



## RETAILER

### BULGARI

#### Jewellery Retailer

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##### The Business

BULGARI was founded in Rome in 1884 as a single jewellery store and has evolved into a global and diversified player in the luxury market. It has a store network in the most exclusive shopping areas worldwide, and a portfolio of products and services ranging from jewels and watches to accessories, perfumes and hotels. Through a successful verticalisation process, BULGARI now fully controls the manufacturing process of its jewellery and watches.

##### The Story

BULGARI achieved RJC's Member Certification on December 14<sup>th</sup> 2011. Prior to obtaining RJC Certification BULGARI was already committed to running its business in an ethical way and were working to put appropriate practices in place. The Company's departments therefore welcomed the Self Assessment phase as the opportunity to review themselves in a kind of "CSR health check up". In order to carry out the Self Assessment, BULGARI created a dedicated team with an independent project leader to coordinate all the people and functions involved in the process. A clear project frame and detailed action plan were essential supporting tools.

BULGARI believes that the sensitivity of customers to ethical issues, respect for human rights and environmental protection is increasing substantially in all markets and can be found across different cultures and generations. Today, more than ever, customers want to recognize the brands they choose and experience them as part of their world, thus creating a bond that goes beyond the buying experience. BULGARI therefore believes it is critical to the success of a brand to communicate in a clear and transparent way that turns attention to ethical issues, but this can be done only within a Company with a culture of social responsibility that is really alive and deeply rooted.

For that reason, as part of its wider CSR strategy, BULGARI designed its own 3 year plan in which RJC Certification was an important part. In order to obtain certification, they asked a third party independent agency to run a CSR assessment covering Social and Environmental issues. BULGARI thinks this

BULGARI

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*'You discover aspects about your organization you have never known before, and quite often they are very positive things. And if you find critical issues, you have the right tool to fix them'.*

– Luisa la Via, CSR Director

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phase is fundamental for a Company that wants to reach the proper level of awareness about its own CSR reality. After having received the feedback on the CSR assessment and defined the action plan, RJC certification was inserted quite naturally in the BULGARI's CSR plan.

BULGARI deems that it was great teamwork that enabled all the Company's functions to work together to effectively accomplish all the requested tasks in a timely manner, as well as to achieve a certification process that has been a great success. All departments - Human Resources, Logistics, Sales & Marketing, Legal, and, more than anybody else, Jewellery and Watches Business Units - have been working hard for the same objective. All employees involved, especially those working in the production sites, showed great effort and passion to contribute to becoming RJC certified.

BULGARI found that the main benefit of going for RJC Certification is that all the functions have obtained a much better knowledge of their organisation as a whole. They found the Self Assessment workbook preparation very detailed and well structured, so that going through it was really easy and enlightening: 'You discover aspects about your organization you have never known before, and quite often they are very positive things. And if you find critical issues, you have the right tool to fix them'.



BULGARI store on Via Condotti, Rome

### *Lessons learned*

- Challenge yourselves continuously on CSR matters, never take anything for granted
- You need a strategy and detailed action plan: no room for improvisation!
- Teamwork and commitment of the very top management is essential

### *Benefits from obtaining RJC Member Certification*

- Acquired a better knowledge of their organization
- Having the right tool and guidance to fix critical issues
- Organisational learning process as the Self Assessment workbook is shared by colleagues of different functions

### *Impacts*

- Spreading the CSR principles in a more clear and "official" way at a worldwide level throughout the Bulgari Group



