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Economia e Management

Cattedra Hotel Management

Contemporary Roman Gastronomy Context

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1 Introduction

"There is no antithesis between sobriety and taste; there is no incompatibility between palate and economy; there is no dissociation between cuisine and civilization. Indeed (...) the major civilizations were dictated by people who had the greatest care in the art and science of food (...) There are regional centres in Italy (...) which have and preserve glorious traditions of mastery and refinement in manipulation of food (...) Such a precious heritage must not be lost: but expanded, extended, risen to national understanding and usefulness. Therefore, there is not only a physiology, an aesthetics and a dynamic: there is also a politics of cooking: a social and economic policy (...) to the arts and sciences of cooking many problems of local production, agriculture, industry and commerce are connected (…)"
(Ferrara, Massari, 2015, p.12, ((Notari, 1929, n.1)).

The gastronomy is a sector that could be considered as economic as cultural, it is the result of a series of production processes, it is an attractive element for the tourism as well as the result of the evolution of a community culture in the different historical phases it went through. Referring to food consumption it assumes a certain relevance to understand necessities and values that guide customers' mind that become the elements on which the catering business should invest to actually results competitive. Today the Westeros live in a post-materialistic culture, (Cardinali, 2007, p.5) where immaterial necessities alongside material ones, that have all already been met, and converge together in the formation of the modern consumer. At present the services industry is characterized by *style symbol* consumptions (Cardinali, 2007, p.5) that brings customers to the research of some specific values, which are considered essential, when it comes to consumption or purchase choices. In the gastronomy sector the search for typical products, sensitivity to sustainability issues, a rising tendency toward the research of a healthy diet as an expression of well-being as well as the progressive introduction of the ethnic food in its own food culture seems to be the mega-trends that are now influencing food industry. As result today the consumer, foreign or local, will opt for restaurants or food markets where products offered could also effectively satisfy his various immaterial and value-based necessities. As a whole, considering the general market sentiment, it's claimable that nowadays the Hospitality Industry, especially regarding the Food and Beverage business, would be particularly lucrative for those countries which have a rich cultural and gastronomic heritage, that could be effectively exploited for the growth of the national economy, and also benefit from foreign culture's inflows that make it assume a cosmopolitan character. However, to effectively evaluate the level of influence that the previous cited mega-trends have on final

consumers' behaviour it's important to actually ponder them with the gastronomic culture of the nation that is going to be examined. Historically not all countries had the same timing for the introduction of industrial production methods on the agribusiness industry and, indeed some could have absorbed the culture of food's *"artificialisation"* (Ferrara, Massari, 2015, p.16) more than others. In Italy the modernisation of food production began later than in the USA or in other European countries (Ferrara, Massari, 2015, p.17) and have always maintained a high bond with the land and respect with agricultural processes that characterized it, making these the real elements of distinctiveness of the different food brands (Ferrara, Massari, 2015, p.23). If now the maintenance of rooted gastronomic traditions could appear as a strong favourable element for the Italian food business, to actually define it as its key resource it is important to understand if it's an attitude that came from ah historical reluctance towards the current technological innovation or, contrarily, derives from an attempt to preserve the gastronomic identity while implementing new strategies to make it attractive in the contemporary competitive environment. Indeed, for the catering business results essential not only understanding what kinds of products clients look for, but also analysing other influencing factors that condition final consumers: firstly, the new consumption habits that are becoming more unstructured and no more only confined to the traditional restaurant, but can include more other places including *on the road* (Cardinali, 2007, p.7). If on one hand these new ways of eating could require major marketing investments on the other they could support a country's tourism, for example street food encourages the diffusion of local eating habits resulting attractive for tourists looking for traditional gastronomy as it can "play an important role with local cuisine in preserving cultural and social heritage" (Sezgin et al., 2016, p. 4072). Other than values and pattern of consumption the food and beverage industry should besides consider that clients today pretend to be engaged in exclusive and unique experiences that contributes in make them feel part of the value creation's process (Savelli, Moriconi,2010, p.3). Experiential marketing campaigns should be supported by new technologies and appropriate social media able to attract consumers stimulating their sensorial levers and additionally the restaurant manager should reorganize the internal environment so that it will appear enriched of that cultural and social dimension that food could transmit. The modern clientele results more informed and aware (Savelli, Moriconi, 2010, p.12) so a multisensory engagement is considered as more valuable as it gives consumers the possibility to formulate an autonomous judgement trough the information given and the emotions stimulated. Lastly the use that hospitality industry's firms can do of digital platforms to sell them products has to be mentioned; in 2022 in Italy the 19,4% of the total number of enterprises which operates on the touristic, catering and land transport sector already used them, of which the 12,8% was represented by those on the food industry (INAAP, 2023, p.2). Digitalized processes and social media marketing

campaigns will be the new key resources which allow food and beverage activities to efficiently emphasize their value proposition, that today tends toward authentic flavours' rediscovery offerings experiences to clients that exceed the mere traditional gastronomic concept. The aim is to understand and analyse how and in which way the contemporary Roman gastronomy context reacts of these sector's evolutions also considering the phenomena that more deeply influenced over the years the Capital's Food and Beverage business.

2 Phenomena in the Roman gastronomy context

2.1 Gastronomic and Food tourism

Talking about gastronomy it would be reductive to just alluding to the dimension of cooking and good eating, but it is the way as a cultural heritage of a tourist destination is expressed through food consumption. Many travellers consider relishing new flavours and trying traditional cuisine one of the major reason to visit a city and consider it as an essential aspect to discover the uses and customs of the destination they are visiting. "*Culinary tourism"*, *"Food Tourism"* and *"Gastronomic Tourism"*, even if it could seem so, are not the same concept and between them *Gastronomic Tourism* is the one that more efficiently can explain the relation between a destination' culinary traditions and the interest provoked on travellers' mind.

Gastronomic Tourism concerns "the place of food in the culture of the host" (Manola., Koufadakis, 2020, p.82) and involves the research of some specific products, which are typically the mainstreams of the local gastronomy, served specifically inside restaurants (Marek, Wisniewska, 2021, p.226); in practice, it can be considered as a sub-category of cultural tourism. However, also *Culinary* and *Food tourism* are extremely related with the national costumes of a destination; since *Food tourism* is about "travelling in order to visit food fairs, producers and festivals in search of flavours, tasting and buying products" (Marek, Wisniewska, 2021, p.226), it could be summarized in the idea of discovering local people's culture through products of customary consumption, but adopting a more general and less analytical approach than *Gastro-tourists*. Therefore, *Food Tourism, Gastronomic Tourism* and *Culinary tourism*, that is a broadest category, can be all considered all components of cultural tourism which is an "umbrella concept" (Martins,2016, p.34) covering a wide range of related activities, including gastronomy tourism. *Gastro-tourists* and *Food tourists* are interested in exploring culture they don't know having a memorable food experience, in fact they visit places such as gastronomy festivals and local food markets. This is a trend that is actually upgrading and it is becoming an important economic driver for the hospitality sector; new tourism business

models and facilities has been developed to respond to the increasing gastronomic interest of travellers and it directly impacts on the economic growth of a destination. Marketing strategies to support the new customers' requests of trying local cuisine strictly influence tourists' length of stay and make the general purchase of local products raise causing a positive effect on the local economy. The implementation of a wide variety of traditional foods-related experiences for tourists and locals has as greatest advantage the fact that it could become a strong element of uniqueness for a destination but it is a business that actually requires the acquisition of a broad range of competences to make the offering result genuinely singular rather than just ordinary. Travellers nowadays look for new forms of tourism based on intangible culture and contemporary creativity (Martins,2016, p.33) in contrast with the past mass tourism; gastronomy can become a strong element of differentiation, in order to achieve a competitive advantage, when we consider it as a part of creative economy. Travellers final satisfaction depends on both, physical goods and services offered, which allows the tourism sector, and more specifically the gastronomy segment, to be enhanced through a vast series of intangible and creative contents that respond to visitors' desires improving its final profitability; the chance of transforming dreams and imaginaries into tangible products can be considered as an own peculiarity of the creative economy's food sector. These aspects can be reconnected to a maturity phase of the massive touristic and gastronomic industry characterized by the tightening of market competition and the emergence of new necessities and higher expectations from consumers. However, especially gastronomy is characterized by high versatility for adapting the traditions to the new, that is what actual gastro-tourists look for, that create the opportunity to move to a completely new business environment detached from the original one. In a context where tourists expect to be engaged in new experiences rather than just be passive observers and consider food a primordial element in choosing the destination to travel to, investing in the gastronomic segment has become crucial. Indeed, gastronomic tourism has grown considerably and has become one of the most dynamic and creative segments of tourism (Martins, 2016, p.35).

2.1.1 Gastronomy as an element of competitive advantage

Nowadays the strategic role of gastronomy in something taken for granted; it contributes in forming the general image of a tourism destination being a relevant economic lever for differentiation. The three theoretical foundations of strategic management are the elements that, when combined, will better clarify how gastronomy, by the process of transforming resources into concrete strategies, help to gain a competitive edge (Ivanov, Seyitoglu,2020). The three theoretical foundations are:

- Resource-Based View (RBV) (Barney, 1991) allows to identify the aspects of gastronomy that differ a destination from its competitors.
- Emergent Strategy (ES) (Mintzberg, 1978) helps to answer the question whether the strategy formation is intended or not.
- Positioning Strategy (PS) (Porter, 1980) explain how a destination will position itself according to its gastronomic aspects.

(Ivanov, Seyitoglu,2020, p.2)

According to the RBV the resources needed to achieve a competitive advantage must be: valuable, rare, inimitable and non-substitutable, and they contribute in developing the gastronomic identity. Gastronomic identity is a concept strictly related to destinations' differentiation and means using gastronomic products to create or emphasize the cultural difference. However, gastronomic identity is an intangible factor that can be experienced by visitors through products that are "gastronomic-identity based" such as innovative recipes with local ingredients or specific restaurants and festivals that enhance the competitiveness of the destination. While defining the boundaries between one nation's culinary heritage and another is essentially supported by the definition of the national specialities consumed on principal celebrations, on the other hand defining the divergence between the different culinary traditions trough the regions of the same country could actually result more confusing, risking a fallout into a new disguised form of massive gastronomic tourism.

The actors involved in the gastronomic identity's identification are: researches, entrepreneurs and tourists: the first by discovering gastronomic values, the second by realizing the value of a unique gastronomy and the third by exploring these values and we can identify them as "discovers" (Ivanov, Seyitoglu,2020, p.5). The "discovers" are then directly involved in the development of an ES; an emergent strategy is as a pattern in the form of current decisions that weren't previously intended (Ivanov, Seyitoglu,2020, p.3). In the gastronomic business it means that a strategy emerges according to "discovers'" identification of potential benefits of gastronomy and the correlated development of specific products. The implementation of an Emergent Strategy in the food industry means supporting a lower uncertainty rate about which are the products of excellence, due to the fact that they have been already identified by the discovers, consequently offering the opportunity to build the entire business around them. Otherwise, since nothing is previously intended, all the formal aspects of strategy implementation such as the mission and vision risk to loose in value not forming a solid corporate strategy basis to which make refer to in case of market hitches. After that we can consider the final step of implementing a PS; positioning is a deliberate strategy which ensure a long term advantage and, in the case of the gastronomic business, differentiation would be the

most profitable choice to invest in. Differentiate means the "development of services and products that offer inimitable attributes that are valued by customers and provide better value than their competitors" (Porter, 1990, p.37), so tourism destinations should exploit their gastronomy identity as a strategic resource to create a unique image of their offering in consumers' mind. In most extreme cases, when cultural diversity becomes highly evident, we can talk about *"quasi-geographical monopoly"* (Sabourin,2021, p. 7). So the functioning of an efficient food business requires the identification of gastronomic-identity based products as well as a structured organisation to support the strategy which has been chosen to follow.

Not secondary is analysing the different types of possible consumers concerning their attitude toward gastronomy while choosing their destination and, consequently, the strength of the marketing campaign to opt for. If there are travellers who consider local gastronomy the main reason for visiting one place instead of another, there are tourists who are not interested in food heritage at all and may just become passive observers when they found themselves engaged in the experience.

Boyne et al. (2003) classify tourists in four groups according to their approach to local food when travelling:

- Type 1 consumers consider gastronomy is an important element of their holiday experience and they actively seek information relating to an area's gastronomic heritage

- Type 2 consumers would not actively seek gastronomy-related information in a tourism context but welcome it, and may act upon it, when it is presented to them

- Type 3 consumers do not attach importance to gastronomy as part of the holiday experience but may do so in the future if they have an enjoyable gastronomic experience

- Type 4 consumers have no interest in gastronomy and will continue to have no interest in gastronomy regardless of the quality or ubiquitousness of gastronomy-tourism promotional material

(Boyne et al, 2003, p 148)

Is thought that the attention of the entire strategy should be especially focused on consumers' types 2 and 3 in order to enhance and personalize their travelling experience developing different plans to make them have a memorable gastronomic experience even without having to look for it. Hence, a large part of energies and resources will be invested trying inspire customers' curiosity, but it's essential not to forget the effective influence that tourists of type 1 actually have on gastronomy identity's definition and clarification, making of them the most important costumers that must not be deluded. In fact, the main cons could be first category clientele disappointment that, not finding the top quality they look for, would opt for a substitutive destination, resulting in the missing of the consumers with the higher spending chance.
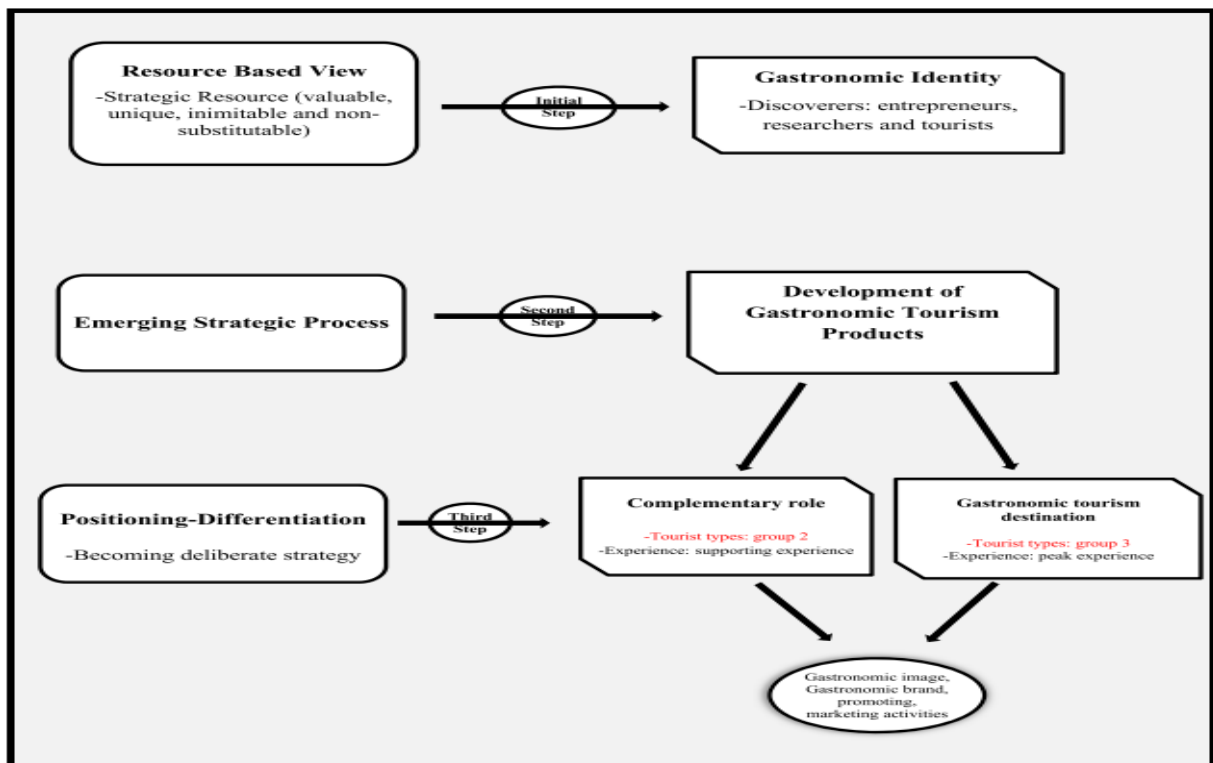
(Ivanov, Seyitoglu,2020, p.7)

2.1.2 Italian gastronomy heritage

The strong Italian territorial identity, characterized by a varied proposal of food products where to find the value of traditional authenticity, strongly contributed to the definition of the Italian national image becoming a powerful lever for the economy. The fast-growing trend of *Gastronomic* and *Food tourism* that increased the common perception as food as a part of the cultural heritage, consequently transforming it in an important economic and touristic attraction, makes undoubtedly the local gastronomy one of the main sector of investments for Italy. This is principally attributable to the concept of the "*Made in Italy"* that started to achieve a public recognized value in 90's and it comprehends three sectors known as the "3F of *Made in Italy*": Fashion, Furniture and Food (Codeluppi, 2011, pp.14). The actual award of the *"made in"* is strongly correlated with the *"country effect"* (Codeluppi, 2011, pp.13) that makes refer to the local identity perceived by consumers through products that a specific country actually offers. In this context gastronomy industry seems to be the most profitable sector of *Made in Italy* for the fact that it is characterized by the preservation of traditional production methods and the use of local raw materials that ensure to this industry an added economic and commercial value. Simplicity and authenticity are the main qualities distinguished by travellers when consuming Italian food generating in the gastro-tourists an ever-growing desire of visiting production's destinations and sites with the aim of exploring the history and culture of the country transmitted by food products which actually become a consistent part of the collective

heritage, directly increasing the influx of tourists. Considering the food tourism's market general inclination towards traditions' rediscovery, the actual Italian gastronomy business could implement different strategies to share its rich gastronomic culture. At the basis of all these communication strategies there must be the exaltation of the final culinary product but also the explication of all the manufacturing process to as many people as possible through multiple communication channel in order to tease public interest and curiosity.

2.2 Slow Food

2.2.1 History and concept behind the creation of the Slow Food movement

Slow Food is nowadays a global movement born with the aim of contrasting the "*Fast life*" virus (Slow Food Manifesto, Parigi 1989). In the place of fastness and standardization, advertised by fast-foods, the Slow Food movement promotes values such as variety and authenticity respecting products' seasonality. Slow Food can be considered as a new concept of interpreting the alimentation as an all, that, consequently, becomes an indicator of the general healthiness and quality of life. The main principle of this collective tendency is to combine pleasure with awareness and responsibility in order to propose a new model of agriculture also for the less-developed countries (Petrini, 2003).

In 1980, in the little city of Bra, Piemonte, was founded the "Libera e Benemerita Associazione Amici del Barolo" which, for the first time, proposed things such as tasting courses and created distributive channels for local products with the aim of reawaken the attention and pleasure for traditional food and wine. In the next few years a selected circle of people founded the culinary league of Agricola and chose Carlo Pertini as their president. The rapid raise of members' number (from 500 to 8.000 in only 3 years) could be attributable to editorial publications which draw the attention of many gourmet; as well as offering reliable information about restaurants and gastronomic experiences, topics such as conviviality and leisure were covered, which had never been discussed before. In 1990 Slow Food Editor published its first volume of *Osterie d'Italia* whose aim was promoting values such as simplicity, territoriality and moderate prices in contrast with the upgrading development of *Michelin* stars' criteria. In fact, in 1989 Agricola changed its name into Agricola Slow Food and became an international association with the drawing up of the *Official Manifesto* (Paris 1989).

The name *"Slow Food"* has been chosen subsequently to the protest made against the opening of the first Mc Donald's fast food in Piazza di Spagna, Rome (1986). *Slow Food* movement founded by Carlo Petrini in Langhe District of the Italian province of Cuneo, is "a

non-profit marketing organisation, which claims to be democratic and based on the voluntary membership of people who intend to cultivate common cultural and gastronomic interests. Membership of the movement is open to everyone and is individual rather than organisational (…) The *Slow Food* movement has taken the humble snail as its symbol and while it perhaps epitomises its celebration of "rest" and "slowness" some of its aims are ambitious and far reaching" (Jones et al. 2003, p. 298). To practically support its values, the movement carries out projects as the *Ark of Taste*, whose object is to collect and point out products and livestock breeds at risk of extinction (Ark of Taste, 2017, p.4), combined with the activity of Slow Food Presidia, which operate directly on the territory, in order to preserve biodiversity and help consumers to rediscover some artisanal flavours trough arrangements with restaurants and markets that will sell these products. A declared collaboration with Slow Food Presidia could be convenient for a gastronomic business considering that it will ensure products of excellent quality other than being a granted willingness to respect traditions in the culinary offering making the restaurant appear valuable to modern consumers.

2.2.2 From Slow Food to Slow city

As it has been said before, *Slow Food* is not all about gastronomy, but is about improving the quality of life through preserving traditions in both economic and non-economic areas with the aim of encouraging territoriality and authenticity. In 1999, 32 Italian cities founded the *Slow City* movement, whose objective was firstly promoting unique local characteristics, as well as good food, in a sustainable environment where the usual rhythms of life are maintained. Secondly, *Slow City* also dedicate much attention to the protection of local environment, trying to make technology, hospitality and nature live together; it pretends to enhance general life standards, offer adequate structures for tourists and develop infrastructures in compliance with the natural landscape. *Slow City* movement's aim is to trace *Slow Food*'s values, focusing on a smaller context of an urban centre, that are summarized in: authenticity, territoriality and slowness; hence, Slow City is "a strategy to address the interdependencies between goals for economic, environmental, and equitable urban development" (Mayer,Knox, 2006, p.321). Despite its birth in the Italian city of Orvieto, Slow City is nowadays a movement shared by many European cities and can provide U.S.-based urban scholars and planning practitioners (Mayer, Knox, 2006, p.321). The *Slow City* status is only applicable to cities with no more than 50,000 residents, but its goals can be pursued also by capital cities like Rome; "slow cities philosophy and politics—one that celebrates unique people, histories, culture, and economy— might apply to any community, regardless of size" (Beatley, 2004, p. 334–335) so, even not officially, every city could be considered "slow" in the moment when it implements a local and

environmentally friendly strategy in order to pursue the major *Slow Food* objectives. However, assuming that the impressive raise of this new approach to food consumption actually reduced the power of global fast food operators would be quite unrealistic; the strength of all them promotion campaigns and their branched diffusion on the land strongly affected consumers' eating habits that, now, are mostly based on fastness and convenience which become essential values in an even frenetic working environment. When analysing demand, it's important to consider the inseparability of customers' necessities from the context in which they live in, for this reason it's not surprising that *Slow Cities* could be only small centres rather than capital cities. Despite the impossibility for Rome, as a megacity, to be a *Slow City*, it doesn't mean that modern customers are not anyway sensible to *Slow Food'* s themes; on the wave of well-being and sustainability pursuit, gastronomic and touristic solutions implemented in this optic will be preferred even if not officialised by a city status. Consequently, assuming the major awareness of customers, paradoxically a large city like Rome can take a greater advantage from its size, since it has much more investment opportunities for satisfying its clientele than a small *Slow City* could ever have.

2.2.3 Traditional cuisine as a form of resistance against cultural homogenization

Traditional cuisine is one of the multiple ways in which a country culture is expressed, indeed it's part of those *"cultural tourism assets"* that need to be developed in order to become *"tourism demand generators"* (Mckercher, Du Cross, 2012, p. 101). Thereby, traditional cuisine management by institutions is an important issue today, since it is a fundamental part of the intangible heritage of a community, and preservation and promotion are essential to maintain a strong cultural identity. Events like culinary festivals help to maintain alive gastronomy individuality for both residents and tourists, and, in a more economic point of view, they contribute in forming a differentiate image of the country on consumers' mind directly effecting the visibility of a region for people who demonstrates some involvement for food traditions. The diffusion and publication of recipes books with all the traditional culinary techniques should be also considered an effective strategy for preserving local gastronomy that results in a double outcome: on one hand it helps the safeguard of a piece of cultural integrity by future generations, on the other hand with the aid of digitalization, that makes them accessible to anyone, it fuels the general interest on the topic, going against the boom of standardized nutrition model that quickly expanded. Given that traditional cuisine is an expression of a culture's history and traditions and, therefore, maintaining it means protecting the own identity and the costumes' integrity of a destination, it can be also considered an encouragement of sustainable tourism. The development of Sustainable tourism is actually

about meeting the "needs of present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems." (World Tourism Organization, 1998, p.21) Therefore, in the case of local gastronomy, it comprehends all three sustainable tourism's objectives, starting from raw materials' production to the preservation of the social heritage also providing an economic benefit to the destination arising from the construction of an authentic image of it from travellers' perspective. Indeed, gastronomic tourists don't only search for a unique food experience, but they pretend to be enclosed in the cultural history and habits of their destinations, acquiring knowledge about traditional recipes also visiting food-producers. Both considering values' alignment between gastro-tourists and sustainability goals and the relevant impact of tourism sector on the economy, which has today considerably focused on food tourism, local food promotion could be a key lever for a massive participation on sustainability, transmitting SDG's objectives through the gastronomic dimension. Reconnecting to *Slow Food* and *Slow City* movements it is possible to state that food as well as cultural variety, transmitted through methods in compliance with the environment, society and the economy in general, would be one of the major challenge in the future especially for nations with a rich agricultural production and gastronomic tradition just like Italy.

2.3 Urbanisation and Ethnicization

2.3.1 Roman gastronomy identity

In this context the subject matter is brand identity when the branded object is a destination, a good basis for understanding destination branding could be the Social Identity Theory (Tajfel, 1981) that states that "individuals define themselves according to their relationship with some groups and their exclusion from others" (Suma, Alvarez, 2021, p.740). Social Identity Theory is analysable from a double perspective, from locals' one comparatively to their attitude to support the destination's brand, and from tourists' one in identifying themselves through their destination choice, and in the collective imagination Rome has always been strong in both of them. Destination branding creation involves a series of different marketing activities which offer multiple experiences to travellers, contributing on the formulation of a specific location identity. Gastronomy, as has already been explained, is a high potential sector for gaining a sustainable competitive advantage, and the case of Rome makes no exception. "The particular makeup of a destination from a gastronomical perspective is determined by certain factors, such

as geographical association to the land, religion and knowledge as group culture, quality, authenticity and uniqueness of the food, food preparation traditions, etc" (Suma, Alvarez, 2021, p.742). Due to the fact that food is related with all these tangible and intangible aspects of a destination it contributes in:

- Building a destination brand
- Ensuring enjoyment and satisfaction to visitors
- Forming destination branding loyalty

However, the development of a cultural identity comes also from the influence of external trades and from the contact with foreign customs that must be considered as essential elements in the process of formulating an own destination individuality. The component of the cultural identity concerning the food heritage is probably one of which analysing all different exchanges become more essential. Looking at the history Christian European Middle Age's gastronomy it's an example to effectively demonstrate the concept whereby culinary traditions are not static over the time but evolve together with society; in fact, roman culinary traditions were combined with German ones, creating a new production model in which the principal components of this diet, bread and meat, also assume a religious and symbolic meaning for the population. Neither the Islamic culture have failed to add new ingredients to the food Mediterranean heritage; like some kind of spices, vegetables and fruit that are now consumed regularly. (Montanari, p.1-13) Today the common orientation is to praise the territoriality and authenticity of culinary products, but in the past foreign cultures' ingredients incorporation was perceived as an additional value other than a sign of wealth. That is to say that referring to "roman gastronomy identity" firstly, when mentioning authentic dishes, it's essential to keep in mind the probable influence of foreign customs, and, secondly, that concurrently to the preservation of original traditions, there is a constantly evolving dimension subject to continuous changes and inflows.

2.3.2 The case of Esquilino

"Ethnic entrepreneurship" "denotes ethnic minority specialization in self-employment (…). Thus immigrant entrepreneurship turns into ethnic entrepreneurship when a second, native born generation continues the self-employment of the parental generation" (Light, Bonacich, 1988, p.18). Immigrant entrepreneurship derives from many factors: group's characteristics, in relation to both their own attitudes and their immigration tendency, the relation of these elements to the market's "predisposing factors" (Belluso, 2016, p.14) and the specific economic sector's conditions. Italy has been object of many migration flows with a higher concentration on some specific cities and town's neighbourhoods. Immigration entrepreneurship establishment is in many cases connected with the territorialisation of foreign groups of a

precise urban area; Roman district of Esquilino is an emblematic example. The spread of the *Ethnic business* (Carbone, di Sandro, 2020, p.290) in this neighbourhood is attributable not only to its collocation near the Termini station, making it the first touch- point between local and international cultures, but also because of the commercial decline situation that the district experiences between 70's and 90's which allowed the rapid multiplication of ethnic economic activities onsite. Local identities settled on the Esquilino are variegated with a predominance of Chinese's and the one from Bangladesh, (Carbone, Di Sandro, 2018, p.261). The concentration of some many different ethnicities on a single urban area gives to this last the potentiality to assume a cosmopolitan and trendy character on the gastronomic side, however the proximity of the Esquilino to the Termini station, that as mentioned before has experienced a quite extended period of degradation that is still perceivable nowadays, has been the disadvantage that had decelerated this process. Moreover not all immigrant communities followed the same schedule in their activities' developing, focusing on Chinese community its involvement in the restaurant business grew exponentially after the 90's, which had been an important change for the roman gastronomy context which, unlike other capitals, has experienced the presence of ethnic caterings in a relatively late time, indeed "the Chinese represented for a long time the only 'ethnic' restaurants in many areas of the city" (Mudu, 2007, p.199). The orientation of the Chinese immigrant community to the catering sector derived from both the Roman market context, increasingly focused on tourism and services sector, but also from the possibility for them to open their own activity in the short term with a limited investment thanks to all family's work participation. This last aspects reveals that they followed a well-known migration dynamic (Mudu, 2007, p. 197), the first immigrant generation comes principally from the Chinese city of Wenzhou where people are known for their businesses attitude and their innate push for economic raises. Due to their nature, that guaranteed them the reputation of hard workers, they fast succeed in the restaurant business. In fact, between 1977 and the first half of 1980 Chinese restaurants were located principally in Municipality 1 (which included Esquilino neighbourhood) but between the second half of 1980 to 2005 they had populated also Municipalities 2, 17 and 9.
(Mudu, 2007, p.200)
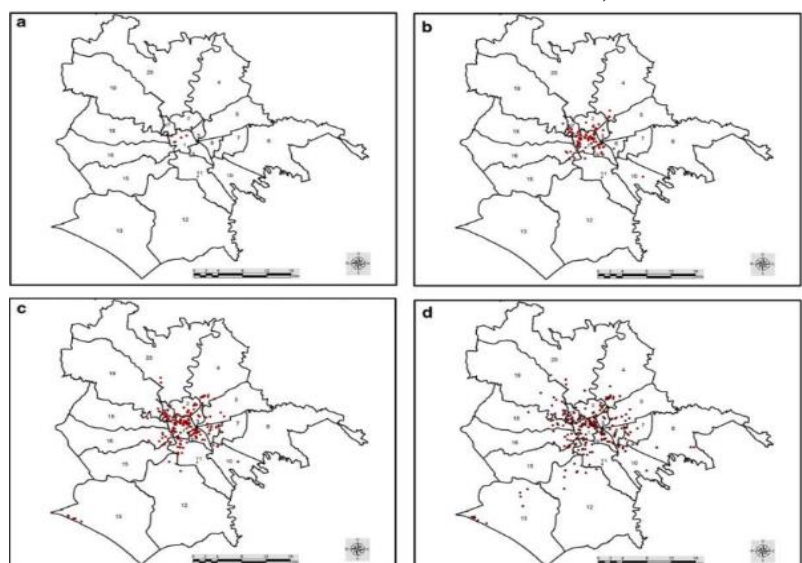
However, after this period many Chinese restaurants had experienced a crisis caused by multiple factors such as market saturation or the competition with other 'ethnic' restaurants, resulting in many businesses closed. Chinese food operations in Rome didn't disappear, but they lost their absolute competitive advantage, which they enjoyed at first, in the ethnic food business. However, analysing the dynamics above the development of the Chinese catering sector could be useful to understand the process that brought to the actual context of the Roman gastronomy in all its sequential steps.

The two main elements of differentiation between Rome and other European or non-European capitals are the fastness of the Chinese business development and its target market, that was principally composed by Italians rather than Chinese. "Chinese restaurants must invent their own 'Chineseness' in Italy directly influenced by (…): selection and availability of ingredients, local competition and food habits in the host country" (Mudu, 2007, p. 202) however, after the progressive construction of distribution channels' networks they are available to access to selected products that allowed them to emphasize their "authenticity" through both dishes and furniture. As mentioned before, their clientele is not only Chinese but, concerning with the reference area, it's mostly composed by foreign immigrants or Italian workers especially from Municipality 1, who look for an economic and fast lunch break. This obviously influence the menu's language, which is in most of the cases English or Italian, the food offerings and plates' serving order which are thought to meet customers' expectations according to them traditions and habits.

The Chinese cuisine offered was "popular" (Mudu, 2007, p. 204) and standardized, sometimes also supported by take-away services or even integrated with Italian products in the most peripheral areas. These happened in respect of the new perception of food as a consumption good promoted by the 1950's-1960's economic boom which saw fast, frozen and precooked foods as key players that in the case of Italy results in the exaltation of a completely artificial global food heritage which, in practice, have no relation with the territory. The lack of diversification between authentic popular cuisine and the industrialized one blurs also the boundaries between global and ethnic. This has led to the formulation of a food hierarchy which, in Rome, is also emphasized trough different urban areas; on the lowest level we find the stereotyped Italian cuisine, identified as "popular", which embraces also "the process of exoticness" (Mudu, 2007, p. 207) instead, on the highest one, the regional traditional cookery which started to get supported by contrasting movements such as *Slow Food*. Despite the propagation of opposition trends that praise the refined and authentic Italian flavours, this massive phenomenon of ethnic food diffusion, not only regarding the Chinese one, has generated over the years in the Esquilino neighbourhood a territorial marketing around this district, based on the peaceful coexistence between traditions and exotic (Carbone, Di Sandro

,2018, p. 263). Indeed, this neighbourhood's gastronomic attitude makes it attractive for tourists, who can live a multicultural food experience that couldn't be found in other Roman areas just having a walk there enjoying street food or stopping for a meal-break. If at first "the process of exoticness" was presented in a bad light, today is possible to re-evaluate this issue perceiving it as an added element of value for the Roman gastronomy sector.

2.3.3 The case of Trastevere

Unlike the Esquilino, which has lived the match between traditions and exotic, the catering business of Trastvere revolves around the cohabitation between the historical authentic and the touristy. The first major change to appoint is the disappearance of Trastevere's original craftsmanship business for the opening of restaurants and pubs (Cingolani, 2019, p. 90). In this district, differently from Equilino, the main difference doesn't pass through the gastronomic offering but through the way restaurateurs approach customers that, in case of those historical authentic, use a specific manner which is considerable craftsmanship native. "Trastevere's typical dealer" is trusted, loyal and helpful (Cingolani, 2019, p. 91) he/she establishes a confidential relationship with the clientele and differentiate him/herself through an identifying "*modus operandi*" (Cingolani, 2019, p. 93) and a behavioural *know-how* (Cingolani, 2019, p. 95) that nowadays belong to the authentic restaurateurs' class whose aim is to recreate a familiar environment to its customers, offering not only good dishes but also pleasant hours, as well as taking care not only of the space inside the restaurant but of all the area around them activity. In the actual touristic context, where travellers are not only focused on product's quality but, instead, on the overall experiences, this "*modus operandi*" should be classified more as innovative rather than traditional, excepting for the fact that it's reserved to trusted customers.

On the other hand, Trastevere between 1950-1960 had become a district with a strong touristic vocation especially for Americans who want to experience the "traditional Romanity" also through the restaurants they choose to frequent which should offer not only Roman specialities but also an appropriate and evocative internal design and atmosphere.

The pioneer of the evolution of the neighbourhood's catering business had been the American Remington Olmsted with the opening of his restaurant "Da Meo Petacca" (1959) and to which many antique taverns, today restaurants, have adhered. This phenomenon can be defined as a "*marketing of authenticity*" (Cingolani, 2019, p. 106-107) and it had been absorbed, for the most, also by local residents which now recognize the typical roman gastronomy, a concept which started to be commercialized by an American entrepreneur only in the 60's, a special peculiarity of the district other than an essential part of its identity. Therefore, both the historical innkeeper and the new restaurateur offer an experience to the clientele with the main

difference than the one proposed by the first is based on a friendly and trusty relationship directed to a personally known customer, whereas the one staged by the second is all centred around an exasperated representation of traditional features for touristic guests. This differentiation between locally authentic and touristic restaurants also pass through opening and closing hours and off days, in fact locals have maintained the original familiar rhythm, celebrating traditional holidays and days of rest that would never be respected by a business mainly or exclusively directed to a worldwide clientele. If one side the "*marketing of authenticity*" has resulted in an almost total conservation of original Roman gastronomy's dishes on the other side the touristic influx's proliferation has in many cases damaged the quality of the offer which has stablished to a medium-low standard with the exception of few authentic historical taverns survived.

Analysing the Trastevere's actual gastronomy context a mention to the *night movida* should be done, as it has had an important role in the district's evolution. The nightlife is mainly concentrated around Trilussa square, Santa Maria in Trastevere square and San Callisto square and is composed by residents of all Rome's neighbourhoods especially between 20-40 years old (Cingolani, 2019, p. 113-114) who came for drink and for whom Trastvere *by night* become a "large open-air club" (Cingolani, 2019, p. 116).

If during day's hours are the district's residents who claim their origins, in the case of restaurateurs through the maintenance of their "*modus operandi*" and their involvement in all area's issues, during the night all Roman population affirms its Roman identity getting lost in Trastevere's narrow alleys moving from one bar to another. Also in this case the main difference between day and night business is above all the relationship with the consumers that for "night clients" is almost absent with the traders and, in addition, the complete indifference of these latter about what happens out of them bars makes them hostile to historical restaurateurs. In any case for both of them the surrounding area assumes a distinctive value, the ones through its care, the others through its exploitation.

To conclude is claimable that Trastevere's gastronomy context is composed by the interaction between three different business models addressed to as many target markets; the one carried out by the historical Trastevere's innkeeper pointed to local residents, the one of new restaurateurs for a touristic clientele and nightlife business's owners. All three are characterized by the same resource of distinctiveness individuated in the commercialization of traditions and the link with the territory, but interpreted and exploited in three different ways, that makes Trastevere's gastronomy business an economic environment so unique.

3 Roman gastronomy: elements of competitive advantage

3.1 Application of the circular economy to the food industry

For many years the productive economic system was based on a linear model: extract, produce, use and throw (Guadagnoli, 2022, p.7) which does not consider the limitedness of the resources. In recent years the necessity to change the paradigm, directing to a new production and consumption model, which means moving from a linear approach to a circular one, has become increasingly urgent. The principles of Circular Economy can be summarized in: natural-cultural and economic capital, the cyclicality and the coevolution (Guadagnoli, 2022, p.11). Indeed, biodiversity's resource in all its internal mechanism, today extremely threated due to intensive and ecologically aggressive production, is essential to guarantee food availability and production increase, which is ever more necessary for a growing population (Russo, 2020, p.42).

The application of production models' change is supported by the Sustainable Development Agenda 2030 composed by 17 goals and 69 targets proposed as an action plan in order to guide the transformation towards a circular economy business for many sectors, and the food industry is no exception. Talking about the food industry the main issue is about the wastage caused by an excessive overproduction advertised by the massive and standardized cuisine (Guadagnoli, 2022, p.8). This problem should be faced by a dual perspective, from consumers' one concerning products' choice, and from producers' and sellers' one through the implementation of new sustainable business models. Undoubtedly clients' greater awareness directly influences the demand and modify the elements perceived as valuable when it comes to assess a business. Therefore, nowadays being sustainable not only means taking care about the future but also generating richness in the present both concerning resources' availability and enterprise's visibility.

In Italy there are many cases of companies which started to adopt the Circular Economy model, for example the historical firm Mutti, which recycle more than 81% of its garbage every year, or the Loacker which converts its walnut shells in fuel for heating (Guadagnoli, 2022, p.14), not less important is the theme of products' disposal reconversion, for which the Italian company Vegea has been awarded by the European Parliament in the 2017's "*European TOP 50 competition*" (Guadagnoli, 2022, p.15). This enterprise exploited and combined two big giants of the *Made in Italy*, food and fashion, in order to create a fashion innovative and sustainable product from wine grape's residues. New business models aimed at reducing food waste have also been adopted by many European restaurants, where kitchens' leftovers represent an important problem to deal with. The Danish company "*Too Good To Go*" offered

to many European restaurants a service provided through a mobile App where they can sell extra food, that would have remained unsold, to their clientele for a reduced price through a *magic box*; "each *magic box* corresponds to about 2,5 kg of CO_2 less. Only in Italy *Too Good To Go* have saved 2 million meals" (Guadagnoli, 2022, p.15).

In parallel with the many advantages that being sustainable leads to production and service firms, that often results in a wider offer and an increased reputation, it also results in a greater amount of costs involved. Adopting a Circular Economy model usually requires the utilisation of advanced technologies to give a new life to what before would have been only a waste, or an organisational internal innovation towards digitalization. In this context the issue of customers' education and awareness become primary for the offering side, which will cover higher costs with higher prices, that should be perceived as fair and acceptable by consumers to pursuit a major cause. Not less important is the diffusion of a "correct nutritional information and education" to embrace a sustainable diet (Russo, 2020, p.42). The negative aspect of this awareness campaign is that it can generate a general confusion and contrasting reactions with which restaurateurs have to deal with, adapting them offerings to consumers' specific demand.

3.1.1 Overview about sustainable catering

A restaurant is in all respects a business, and as like all economic activities needs its own business model which determines the paradigm of its value proposition, value creation and value capturing mechanisms. Adopting a sustainable business model means moving horizons to the long term and operating not only for an economic advantage, but also seeking to create environmental and social benefits. The way of being sustainable vary from one activity to another and, in the case of catering business, it has been described by the *Manifesto della Ristorazione sostenibile*, provided by the Italian Federation of Public Establishments (FIPE), through a list of points:

- Communicating its own history and culture in the dishes
- Preferring short supply chain when possible
- Respecting products' seasonality in order to enhance their quality
- Respecting the sea ecosystem adapting the food offering to sustainable fishing regulations
- Privilege sustainable breeding
- Trying to use all animals' components, reducing waste
- Ensuring the quality to clients
- Offering a takeout service to clients when the food ordered has not been completely consumed

- Monitoring water and energy exploitation, through the use of new technologies and ad hoc trained staff
- Using recyclable packaging
- Guaranteeing honesty, training and updating to employees

(Manifesto della Ristorazione sostenibile, 2019)

On the basis of these guidelines it's claimable that a sustainable restaurant is a place where all parts of the distribution chain are taken into consideration, from the producer to the final consumer, considering them all from a circular perspective with the aim of recycling products and using them in their entirety not giving up to the quality. The relevance of sustainability issues has even more taken into consideration not only by Italian restaurateurs, but also by Italian consumers, for whom this topic has assumed a particular relevance also during a pleasant moment as eating out, in fact the percentage that consider it very-quite important is around 71% (Ristorazione. Rapporto Annuale 2019, p.126). Italian customers' sentiment analysis also shows that elements that are considered determinants for classifying a restaurant "sustainable" are various and differentiated through the market, but they all refer to at less one of the principles reported in the *Manifesto della Ristorazione sostenibile* presenting a coherent framework. It is possible to notice how supply and demand are actually overlapped, making sustainable business model innovation one of the actual competitive advantage's giants for the gastronomy sector of course proposing a new challenge to the catering business from now to future years.

3.2 Experiential and Digital Marketing

3.2.1 Food consumption as an experiential value

Today the economic value of a product or service of nearly every industry derives largely from the experience offered to the customer, and the growing trend of *Gastronomic tourism* is the tangible proof that also the gastronomy sector needs to comply with this request in order to be competitive. As all good offered on the market also the experiences necessitate a specific marketing to support them. The success of Experiential Marketing should be identified in the spreading fast Information and Communication Technology, the increasingly obsessive attachment to the Brand which expand in multiple markets and the Ubiquity of Communication and Entertainment (Schmitt, 1999, p. 53-54) and its key characteristics are:
- Focusing on customer experience more than on functional features
- Considering consumption as a holistic experience
- Looking at customers as rational and emotional animals

- Using of eclectic methods and tools

(Schmitt, 1999, p. 57-59)

A clear example of experiential marketing for the catering business could be the touristic restaurants, before analysed, in Trastevere, where the entire focus on the restaurateur is on recreating the traditional Roman atmosphere precisely intending the food consumption as a holistic experience basing on customers' expectation. If it were to identify the main problems of the economy of experiences and its correlated marketing, the risk of products' quality loss and the general threat of disappointment when it actually comes to try the food or utilize the service would be the greatest, damaging the brand's image much more than a traditional marketing campaign, which is mostly based on the benefits that the product should bring, could ever do. The relevance of food experiences, assuming that it influences not only travellers' destination choice but also them general well-being, is confirmed by the rise of *Foodies,* that in general terms are defined as people whose food passion leads them to visit different places with the aim of tasting local flavours (Chang et al, 2021, p. 628). Even if all *Foodies* are united by the desire of being engaged in culinary experiences they could be segmented by their level of interest in exploring local culture through food (Kline et al, 2015, p.1) as well as values they promote. In fact, an aspect not to be underestimated by the gastronomy business nowadays is the intersection between the competitive advantage brought by a sustainable way of operating and the investment in experiential marketing campaign, since in most case *Foodies* search for authenticity also emphasized by a typical décor of the place and a familiar and cosy welcome.

Today being competitive means not only respecting communities' traditions and the environment but also communicating the organization's values to consumers not just through a formal and informative way but making them feel part of the mission transforming their shopping experience from passive to active. This values' combination is profitable for both demand side, which will result in an increased customers' satisfaction which will also create brand loyalty, and supply side which could have many opportunities to extend the business from the core one, trough the offering of different activities to engage the clientele. However, costs should not be underestimated, so it would be important to correctly segment the market in order identify the right consumers' group willing to pay a premium price for a higher quality service in accordance with its specific values. In order to generate effective well-being from a food experience there are three main aspects that should be considered: motivations, emotions and experiential values. Motivations are defined as "physical and psychological needs and desires", (Chang et al., 2015, p. 629) that in the case of food comprehend a wide range, from sensory to relational ones. Eating influences emotions and behaviour as well, so offering pleasing flavours means having a relaxed and satisfied clientele; however, working on the atmosphere is not of secondary importance, colours and lighting should be chosen accurately

to emphasize the general experience, "emotions that arise after foodies taste food have a significant, positive effect on food experiential values" (Chang et al., 2015, p. 631). Therefore, both what the restaurateur plans for consumers in terms of culinary offering and general entourage, and customer's own motivations, contributes in the same amount on the formulation of the final experiential value, that points out the actual relevance of a meticulous market segmentation. All these three aspects participate on the achievement of a high level of well-being, considering both the tangible and intangible factors that compose this concept. It is possible to summarize this chain of elements trough a graph
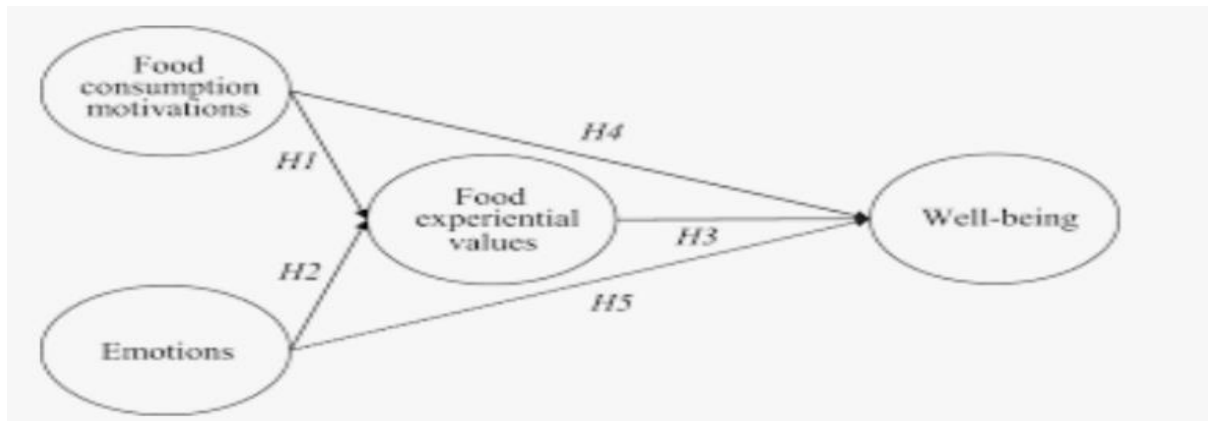
(Chang et al., 2015, p.632, Figure 1)

A restaurant "qualifies more and more as a place of entertainment and social relations, where the service and the layout have the same importance as the plate served. A restaurant to be successful in the time must also focus on the atmosphere and environment"
(Guidi, 2009, p.53)

3.2.2 Digitalisation for a value added experience

The new types of gastronomical experiences promoted by restaurants to be actually successful should be communicated to the clientele in the faster and more efficient way; today most of travel's decisions are preceded by a web consultation, and this is what makes web-management implementation so important. Nowadays online presence, especially for the hospitality and service sector, is something that neither the more traditionalists could renounce to, but as all innovation it has its benefits and its negative points: the main advantage is that a website competently managed allows a direct communication between customers and restaurateurs; obtaining consumers' immediate feedback gives the opportunity for sellers to clearly understand what their strengths and weaknesses are and, consequently, working faster on these latter. Moreover, with the raise of people interconnection the word of mouth has a much larger range of action, making easier to become famous for a distinctive resource since

the speed of communication permitted by social media allows to reach an increased number of customers, as well as to live an amplified damage to the brand image for a bad consumer's review or an operational mistake. Furthermore, an essential evaluation that must be done when a restaurant decides to invest in Digital Marketing is that it requires a continuous innovation and updating to be effectively competitive, not only regarding communication channels' selection but also about the effective food offering, that for the catering sector could not be as immediate as for other industries. In fact, in most cases, a modification of products in stock when there are some not already utilized is necessary or of the kitchen personnel when it comes to cook some new plates that could require different competences other than some new equipment.

Despite these issues investing in Digital Marketing is today of primary importance for restaurants because of "food's role of centrality in the contemporary media scene" (Bove, Polliotto, 2017, p.30), in fact in a nation with a so vast gastronomic heritage like Italy, authenticity isn't only promoted by restaurateurs but also shared by costumers. Indeed, a large part of Italians (69,9%) (Ristorazione. Rapporto Annuale 2019, p.131), with different frequency, tend to post their restaurant experience on social media, often tagging the location resulting in a strong indirect advertising for the activity. The Web becomes essentially a bridge between the restaurateur and the clientele allowing not only an extension of the reciprocal relationship with the single client, which thanks to social interaction precedes and follows the actual time of consumption, but also to reach more easily all potential consumers predicting and providing trough a restaurant's online page accessible via mobile devices, all their possible questions and necessities. Not less important is the care of the relationship with the customers, where friendliness and responsiveness are the key resources in order to cultivate them loyalty and expand the general consumers' network. With the Web the awareness increases and consequently the sharing (Bove, Polliotto, 2017, p.33) the contemporary clientele pretends to know where products come from and as much as possible about them production processes before becoming the final dish they will order at the restaurant.

Hence, posting information openly will facilitate the research, establishing a climate of serenity and trust even before having a direct interaction with the customer. This last aspect would be probably the main advantage for the modern gastronomy industry, in fact, if correctly managed, it is possible to efficiently direct consumers' preferences and choices with the paradox that that the more niche segmented the market becomes, the more the producer becomes capable to predict customers' actions and obtain an extra profit offering the product more suitable for them. In addition, researches show that more than half of Italian customers (65,5%) consults online reviews before choosing the restaurant to go to (Ristorazione. Rapporto Annuale 2019, p.128) that demonstrates how Web reputation, as well as showing an active

presence, has become important. These 65,5% of consumers examine online previous consumers' feedbacks to:

- decide where to eat

- get information

- satisfy their curiosity

- knowing if the restaurant is suited to their needs

(Ristorazione. Rapporto Annuale 2019, p.129).

Consequently, a gastronomic operation which is trying to innovate its offering as well as its business model consulting clientele reviews is essentially crucial to deeply understand costumers' requirements and work on what have been perceived as deficiencies. Until now the attention has been focused on the transformation towards a digital business, but a restaurant can also invest in automatic services within the restaurant, digitalizing internal processes in order to enhance customers' experience and facilitate the work of employees (Koubai et. al, 2019, p. 143) gaining time and raising the overall level.

A good *Restaurant Management System* (Koubai et. al, 2019, p. 147) allows to share information fluently trough different operational divisions inside the restaurant, that will all converge in a central database allowing a consistent reduction of the margin of error than if it's all manually managed by the personnel; however, digitalisation efficiency can start also before guest arrival, allowing them to reserve their table online. The number of previously online-booked tables will give more precise information to the restaurant of how far the actual occupancy rate will depart from the one previously estimated, having also a positive impact on potential food waste in terms of deciding the quantity of food to be frozen in the context of inventory management. Digitals menus connected with the kitchen will make clients' experience easier and quicker (Koubai et. al, 2019, p. 147), also considering that someone could have already consulted the menu on the Social Webpage, arriving to the restaurant already knowing what to eat and for whom the ordering time or waiting for a paper menu would result annoying and time-wasting. The restaurateur could furthermore implement the digital menu service with the possibility for guests to review their final bill at the end of the meal, which is automatically calculated (Koubai et. al, 2019, p. 148) avoiding unpleasant situation due to staff errors.

Delivery services have also become an important aspect for the catering business to evaluate; especially during 2020's Covid pandemic it has become an extreme necessity, for the restaurant to continue to be operative and for consumers who couldn't go physically to eat out or go shopping. Despite the majority of the population has returned to pre-Covid habits, data show that 37% of consumers continued to use delivery services also in 2022 (Ristorazione. Rapporto Annuale 2023, p.146). A contract with the Italian major food delivery's market

players as Deliveroo and Just Eat as well as Glovo or UberEats will produce many benefits for the restaurant which will be able also to achieve the more distant clients, obtaining revenues from people physically present in the dining room as well as from some others who decide to order something to eat or drink from home. The main issues for a restaurant to consider when deciding to invest in this service would be essentially time management and food quality's preservation; the kitchen must be sufficiently equipped to handle properly both dining room's orders and online orders considering preparation times and amount of staff needed, besides it should be ensured that the delivery food arrives hot and well preserved, in order to satisfy all consumers.

Lastly the digitalization of the HoReCa channel trough eB2B platforms is a goal towards which the catering business should tend. Actually in Italy this new supply mechanism for the hospitality industry is starting to gain importance due to the opportunity to facilitate front-end and back-end management tools (Ristorazione. Rapporto Annuale 2023, p.149). Processes' efficiency and transparency, supplying time reduction and constant updating about consumers' preferences would be the main advantages of a eB2B platform exploitation with the substantial disadvantage that a time-consuming other than expending staff training is requested in order to implement it. Nevertheless, all digital innovations are essential components of a gastronomic business corporate strategy, from which new potential businesses models derive from, since they make processes more productive and acts positively on the restaurant reputation helping to gain a sustainable competitive advantage. (Gunday et al., 2011, p.662). The main difficulty of catering business digitalisation would be twice: the simultaneous innovation of organisational and marketing practices that, if missing, could results in an unreliable and incoherent fame of the restaurants dramatically reducing its popularity, and the attention to not lose in food quality because of high technologies' investments or for a deviation from the original goal.

4 What do emerge from the Roman catering today?

4.1 Researches Methodology on Roman gastronomy

The aim of the research was to identify effectively how and in what amount the new trends has expanded in the Roman food industry, analysing how the food industry has responded to them. Culinary traditions' rediscovery and preservation is something clearly perceivable in the actual roman gastronomy business, indeed through a detailed observation similar to an ethnographic analysis of different Roman social contexts' habits of eating is possible to notice an overall predominance of people who express their preference for authentic

Roman and Italian flavours when deciding the restaurant to opt for rather than for exotic ones. From official reports and in-depth interviews to a couple of selected restaurant a shared attitude to customers' engagement as well as attention to sustainability issues emerged, with the aim of supporting values such as territoriality, gastronomic identity's celebration and the transmission of authentic Roman recipes. Often the mission and the histories of the business are expressed clearly on official Web Pages which resulted to be an efficient starting point for constructing the interviews, as well as a tangible source for identifying which are the elements of competitiveness that has been mostly implemented by gastronomic operations. Thus, the research methodology adopted is qualitative structured by an interconnection between interviews and observation supported by the presentation of four Business Cases.

4.2 Business Cases presentation

The Business Cases analysed are all examples of activities which present most of the elements of competitiveness previously treated, whose mission is to praise the authentic Roman gastronomy and promoting the refined Italian food heritage, some embracing innovation while others holding fast them antique traditions. The Cases are two restaurants: *Sora Lella* and *Trattoria Pennestri* and two food markets: *Eataly* and *Mercato Centrale* in order to give a comprehensive picture about the evolution of the Food and Beverage Hospitality's industry in Rome, with the aim of pointing out how the new eating as well as *Gastronomic and Food tourism's* tendencies occur in the Capital's catering environment, addressing not only tourists but also local residents, also concerning their ordinary shopping choices. In fact, they are all businesses with a Roman as well as a foreign clientele, which operate in the gastronomic sector for destination's differentiation. They are located in different neighbourhoods thus enabling to identify the defining aspects of each specific business, since restaurateurs and entrepreneurs should essentially catch necessities and expectations of the community that principally populates the reference district in which they are located, emphasizing the dynamism and peculiarity of the Roman economic environment.

4.2.1 Sora Lella

Sora Lella is an historical Roman trattoria whose birth dates back to 1959, when Renato Trabalza, husband of the famous Elena Fabrizi, opened it on the Tiberin Island naming it *Sora Lella*, that was how his wife was known through Carlo Verdone's films. It is a family business of traditional Roman gastronomy which has been transmitted through three consecutive generations; it is an example of an historical authentic restaurant in Trastevere, characterized

by that typical "*modus operandi"* which provides for the maintenance of a friendly and folk atmosphere, proudly preserved over the time. Indeed, the actual restaurant manager Mauro affirmed that, even if nowadays the dialogue is the major aspect that has been missed when people have a meal together, this does not happen in his trattoria, where the convivial environment drives people to entirely enjoy the time spent there and guests are still interested in knowing about the history of *Sora Lella*. The internal furniture and design also contribute to the commemoration of the traditions, which results particularly attractive for tourists who wanted to experience the "Romanity". The main characteristic of *Sora Lella* is the integral preservation of the original Roman recipes, some of them directly invented by Sora Lella (Elena Fabrizi) and her son Aldo, which have been inextricably maintained in the menu exactly like they have been invented.

The only difference with the past is made by products' selection, which today guarantees the excellence thanks to Slow Food presidia collaboration, that responds to actual guests' expectations. Today the clientele is mostly composed by Italians, but the trattoria has been also largely frequented by foreigners especially during the 80', when the touristic vocation of Trastevere exploded. Preserving and transmitting original Roman recipes is the restaurant's mission also considering that, despite the greater awareness and attention to food quality of consumers, new generations could be considered quite ignorant about which effectively are the antique and authentic Roman cuisine's masterpieces, opting in most cases for plates which are considered trendy rather for those historically typical.

Anyway, the trattoria is a promoter of values such as products' seasonality, variety, and an overall genuineness of culinary offerings, which are the basic characteristics of the Slow Food approach. Slow Food's principles do not only emerge form suppliers' selection, but slowness, pleasure and the tendency toward a higher quality of life are supported by the decision of keeping the restaurant closed on Sunday and during all national festivities. This last aspect makes the trattoria not suitable for massive tourism, but instead representative of the real Italian traditions toward a clientele able to appreciate them. The third family's generation, after having taken over the management of the trattoria, also look to some sustainability issues, in fact they reduced portions and seasonings, in order to avoid excessive food waste, and to respond to a higher nutritional educated clientele.

The sustainability aspect is just one of the elements of competitiveness that the trattoria has implemented over the years, in fact is now possible to make a Deliveroo order as well as to consult their menu online and visit their Web Page. *Sora Lella* is an historical restaurant which didn't accept any culinary reinterpretation and which is not interested in suiting food trends but, instead, tries to transmit the traditional Roman gastronomy almost like a will for future

generations exploiting the new means of communication and catching the aspects that could be considered more valuable by modern clients.

4.2.2 Trattoria Pannestri

Trattoria Pennestri is a modern Roman Trattoria located at Ostiense, which Tommaso Pennestri and Valeria Payero opened in 2017 (http://trattoriapennestri.it/) after they worked together at the Osteria Dell'Ingengo in Rome, he as a component of the kitchen staff, while she of the dining room's one. After having built up their own business, the two founders maintained their previous professional roles keeping with them all the experiences they have had, that results crucial to actually address the difficulties of starting a new activity. *Trattoria Pennestri's* culinary proposition is the one of a traditional Roman trattoria but which is also directed toward evolution, that is intended as the application of some fine dining's principles to the local gastronomy, lightening it and introducing innovative ingredients in order to valorise new aliments. According to Valeria's words this new approach to the Roman gastronomy is effectively a common trend shared by many restaurateurs; actually it is about comprehending the new market's necessities. Neither of the two founders is completely of Roman origins, but they absorbed the local cuisine's knowledge with many years of practice and, after, they consciously decided to bring it in the Ostiense district, that is an area of exchanges, energy and connects people of different cultures (http://trattoriapennestri.it/).

Due to the multi-ethnic location, the clientele is almost equally divided between Romans and foreign tourists: on one hand it proves that the research of genuine and authentic flavours is nowadays the major catering's industry tendency regardless of guests' origins, but on the other demonstrates that traditions need to embrace innovation and creativity in order to respond to a more cosmopolitan social environment. The Trattoria appears among *Chioccole del Lazio 2023* (Slow Food, 2022) since it embraces values such as products' seasonality and respect of the territory; the suppliers are small and local and the *Trattoria Pennestri*'s staff have constructed a network of personal, other than professional, relations with them exalting products in their integrity. For many aspects the *Trattoria Pennestri* could be considered a "Sustainable restaurant" since it follows some of the points explained in the Official Manifesto della Ristorazione Sostenibile such as:

- Communicating its own history and culture in the dishes
- Preferring short supply chain when possible
- Respecting products' seasonality in order to enhance their quality
- Trying to use all animals' components, reducing waste
- Ensuring the quality to clients

(Manifesto della Ristorazione sostenibile, 2019).

Indeed, concerning the fourth point, Valeria and Tommaso expressly said that they try to use all the parts of the animals they buy; unsurprisingly they got specialized in preparing the original Roman recipe of Quinto Quarto. The typical and nice furnishing, together with the denomination of "Trattoria" contributes to point out the attention that has been given to the experiential dimension that revolves around a maniacal attention to the clientele well-being. *Trattoria Pennestri* doesn't promote only an excellent culinary offering but also the rediscovery of the pleasure of sitting at the table and enjoy a meal in an atmosphere of perfect coordination between the kitchen and dining room. Lastly, a dedicated team for digitalisation issues has been introduced in the organizational functions; in fact, the trattoria is actively present on Social Media and provides a personal service of Delivery which is though active on same days and hours, for which a specific digital menu that customers can consult and download has been created.

4.2.3 Eataly

The name Eataly derives from the fusion of the words "Eat" and "Italy" and its intention is to promote the Italian gastronomy heritage also considering the positive culinary contaminations that it has from other countries (https://www.eataly.net/it_it/mondo-eataly/chi-siamo/eataly-e). The founder is Oscar Farinetti, who designed the first draft of the shop in 2002, while the first shop was inaugurated in 2007 in Turin. The *value proposition* results innovative since it is able to capture all the key elements of competitiveness for the catering business: excellence of the products, customers' engagement and smart and digitalized services and communication. The collaboration with Slow Food started even before the opening of the first store, with which Eataly shares all the essential values that are considered at the basis of its activity; in fact, Oscar Farinetti defined his project in this manner:

"Eat Italy is a new concept to propose the oldest product in the world, food, but expressed in quality. Quality foods are those that come from products grown and/or created without the use of chemical additives or preservatives of non-natural origin, respecting the environment, the agricultural and productive traditions of the territory and - of that territory - enhancing the typical tastes and flavours, giving enjoyment and well-being to those who use it"
(Sartorio, 2008, p.116).

Biodiversity preservation and taste education are the elements that make Slow Food the Eataly's strategic consultant whose aim is to recommend potential suppliers and actively participate in the process of idealizing educational activities and informational materials. Eataly responds to the request of *Gastronomic tourists* and *Foodies* to perceive gastronomy as an

integral part of a nation's culture, offering them the possibility to meet the producers directly inside the stores other than reporting the history and the manufacturing process of all its products, enhancing transparency and reliability. Eataly is an experiential dimension when the consumer can buy, taste at the restaurant or be actively involved in learning activities; in fact, it offers the opportunity to participate to different courses among which the client could choose in accordance to his preferences and it's involved in organizing open-air food festivals where clients can taste typical products while enjoying pleasant moments outdoors.

It's not a place just for food lovers, but accordingly to the fourth point of the Official Manifesto (https://www.eataly.net/it_it/mondo-eataly/chi-siamo/manifesto), its target market is composed by anyone who wants to experience an approach to the high-quality gastronomy, so it could comprehend Italians as well as foreign consumers who search for authentic *Made in Italy* products. Eataly promotes short chain through a direct contact with suppliers of whom history and traditions are respected and directly communicated to the final consumer in order to support sustainable agriculture and preserve biodiversity. In addition, the attention for sustainability issues is also evidenced by the financial and non-financial support that Eataly gives to many Slow Food projects and firms.

What makes this business model even more competitive is the high level of digitalisation implemented, trough the official Web page clients can simultaneously learn Eataly's value position, find out information about products and make their final purchase, or directly online on the Web page or going to the physical locations reported. Nowadays Eataly shops are no longer just located in national cities, but they opened in various foreign destinations that demonstrates how Italian products' authenticity has become a valuable element for the national as well as for the international tourism.

In Rome is possible to find Eataly in Ostiense or inside Fiumicino airport; so than when tourists arrive they can immediately plunge into the world of Italian gastronomic specialities, or alternatively Romans citizens can decide to drive to the shop in town. Rome has also hosted many gastronomic festivals promoted by Eataly; the last one was set up between the 8th-11th of June 2023 (https://www.eataly.net/it_it/negozi/roma/news/street-food-festival-roma) in front of the Eataly's headquarter. The consumer walking across different food trucks, could be immersed in a gastronomic experience idealized as a journey through Italian culinary specialities from the North to the South; the next event is programmed between the 7th-10th of September 2023 and will be entirely dedicated to the traditional Roman filled of cod and to fried fish. When Oscar Farinetti at first idealized Eataly's business model in 2002 he entirely accommodated new consumers' needs, offering authentic and local flavours in an innovative and engaging way.

The project of the Mercato Centrale started in 2014 from the collaboration between the catering entrepreneur Umberto Montano and the Human Company group of the Cardini-Vannucchi family, Italian leader in the open-air tourism (https://www.mercatocentrale.it/chi-siamo/). The idea behind the project was to revive the concept of the local market as a place where food constitutes an integral part of a community culture and consequently evolves and communicates with it. Today the Mercato Centrale has opened in Florence, Rome, Turin and Milan and hosts a large number of culinary artisans who offer in their stores different kinds of food products that clients could buy and choose to comfortably consume at tables sitting wherever they prefer. Precisely because a central market should be representative of urban context that surrounds it the stores differ from one city to another in order to reflect the type of community that attends it; in Rome the Mercato Centrale opened in the Esquilino neighbourhood with the aim of valorising the cosmopolitan character of the district. It becomes a place where the Roman gastronomy and ethnic flavours could coexist thanks to the work of the artisans who offer an international gastronomic proposal, which goes from sushi and ramen to the traditional Roman artichokes. The principal goal is to enhance the regional culinary identity trough the stores of traditional specialities promoting an antique idea of going shopping which includes natural interaction with producers as well as the possibility to consume dishes *in loco* that makes it assume an experiential added value which has nowadays been overlooked by the supermarkets' reality.

The Mercato Centrale doesn't lack in offering promotions and discount for many services and attractions enhancing the quality of the relationship with its clients, increasing their level of loyalty and general appreciation. It directly collaborates with social and artistic initiatives, in fact already only in the market is possible to enjoy music and art other than gastronomy making a market's visit a multisensory experience. Indeed, food festivals are often organised to which participation could provide the payment of a fee or be free and are designed to involve consumers to the discovery of many products' history and ways of cooking, whether they belong to the traditional or ethnical food culture. The collaboration of some of these events with Slow Food Roma is evidence of the business's attention to sustainability issues sustaining local agricultural businesses and wineries. Food waste is another important problem that the market faced; in fact, in Rome and Milan the Mercato Centrale is now available on the app *To Good To Go*, giving consumers the possibility to buy for a lower price the products remained unsold at the end of the day, running a business as more sustainable as possible. (https://www.mercatocentrale.it/roma/). Investments made on Digital Marketing, especially regarding Official Web Page management, are evident and appear equivalent between the

different cities, while services' digitalization are more developed in Milan, where QR Codes and the delivery option are already available for clients. The Mercato Centrale in Rome valorises the local gastronomy responding to the growing market requirement for authentic products' and traditional flavours' rediscovery allowing consumers to live an immersive and complete first-person experience.

However, the business is conceived as inclusive toward ethnic cuisines, considering their affluence as an integral part of Roman gastronomy's history. Furthermore, despite the core business remains the food, the Mercato Centrale also propose a large amount of alternative activities that support the principle one, making it unique since it works on different Experiential Marketing' focus points.

4.3 Business Cases comparison

It's possible to notice that there are some aspects in which the two restaurants and the two markets resemble one another, while others in which they are visibly different. All four adopted a business model which results respectful to products' territoriality and seasonality in a perspective of biodiversity preservation through the cooperation with Slow Food Presidia and the shift toward a short supply chain model. The common intention is to propose a unique gastronomic offering openly in contrast with the standardized nutrition model and food's *"artificialisation"*, pursuing these objectives through the revival of Roman, or more in general Italian, culinary specialities of excellence.

Regarding the two restaurants *Trattoria Sora Lella* and *Trattoria Pennestri*, they make products' quality the main value of their culinary offering, in fact they both collaborate with local suppliers in order to bring to customers' tables dishes of the Roman gastronomy tradition that excel for them authenticity and genuineness. However, the two Trattorias demonstrate a different approach regarding the observation of original recipes, indeed *Sora Lella* propose a type of cuisine that refuge any type of reinterpretation, while *Trattoria Pennestri* use the innovation and modernisation as its flagships, with the aim of creating a perfect equilibrium between the historical and the current. Actually, even though the two restaurants are both specialized in Roman cuisine, they differ in business's provenience, that could be actually considered the first reason that make them diverging about cooking criteria; *Sora Lella* is an historical family business passed down through 3 different Roman generations, while *Trattoria Pennestri* has opened only in 2017 and the two founders have Argentine and Italian-Dutch origins. Therefore, the first one is more addressed to local and trusted guests, coherently with Trastevere's social and relational dynamics, even if it has effectively experienced a large tourists' influx during the years; while *Trattoria Pennestri* has purposely chosen its location in

Ostiense that allows it to have a multicultural and dynamic clientele. This is actually a demonstration of the effective impact that the urban area and its composition could have on the market demand. Despite these divergences, the two restaurants are extremely conscious of the importance that the internal atmosphere has on consumers' mind, indeed they have both recreated a traditional and familiar internal atmosphere and try to construct a direct relation with their clients. Additionally, *Sora Lella* and *Trattoria Pennestri* businesses are both supported by digitalised services that required the implementation of an efficient Web Management. Customers could now consult online menus and benefit from Delivery services or, alternatively, deicide to physically go to eat at the trattorias after having easily ascertained that their research of *style symbol* is actually satisfied by the restaurants' way of operating thanks to the information shared online.

Next, focusing on the two markets, they are both situated in dynamic and cosmopolitan districts of Rome, Eataly at Ostiense and the Mercato Centrale at Termini, and they built up an offering that is much wider than the one of a simple supermarket, but instead they create a place that include the possibility for guests to participate to a vast choice of different proposals and organized events. In the case of Eataly all the initiatives are always more or less linked to the gastronomic sector, while in the Mercato Centrale they range from music to art. This difference probably derives from the distinct market positioning of the two businesses; Eataly is a multinational enterprise whose mission is to "demonstrate that the high quality of Italian food and wine is within everyone's reach."(https://www.eataly.net/it_it/mondo-eataly) while the Mercato Centrale is a place that "rediscovers the historical function of the market as a place of destination, meeting and discovery, open to the city in a constant dialogue with the urban fabric." (https://www.mercatocentrale.it/chi-siamo/). Indeed, Eataly offers exclusively Italian products in order to exalt its culinary heritage inside national boundaries and abroad, while The Mercato Centrale alongside artisans qualified in Italian recipes to others specialized in ethnic preparations moving towards a more multicultural approach. The reason is that Eataly, as it's also reported in its Official Manifesto, has as its target market everyone, regardless of the nationality or the city of residence, whereas The Mercato Centrale has a business which is structurally based on the correlation with the surrounding social environment, so much so artisans differ between Florence, Rome, Turin and Milan adapting them proposal to local customers' preferences. Eataly has been more conceived as a market of gastronomic excellence, while the Mercato Centrale is closer to the concept of street food for tourists and locals.

However, they share a mission that is based on traditional and artisanal products' rediscovery trough the adoption of a sustainable business model that goes from the adoption of the short supply chain to the implementation of anti-waste strategies. Lastly, they both have

taken advantage from digitalisation to amplify the effect of the echo chamber in their marketing campaigns that has been supported by the offering of online services.

5 Conclusion

The contemporary consumers' demand in the catering sector revolves around some common macro trends that have become the core businesses' basis of many gastronomic operations in Rome. In fact, many Capital's Food and Beverage activities aim to have traditional and high quality feedstock, establishing a trustful relationship with small local suppliers in order to valorise the authentic food heritage, that is appreciated not only by locals who want to rediscover the traditions but also by foreign tourists who are interested in experiencing the culture of the destination they are visiting. The *Gastronomic tourism* and *Food tourism* phenomena seem to have exercised a relevant force in contemporary Roman gastronomy business development; it's actually possible to notice an increasing tendency from restaurateurs and markets to focalize their offer on local cuisine's mainstreams. The maniacal attention toward product' provenience, connected with the value that has been recognized to authentic flavours' rediscovery, contributes to the creation of that gastronomic identity trough researches, entrepreneurs and tourists' synergy that *Gastro-tourists* require. Otherwise, food markets also included *Food tourists* in their target markets, supporting initiatives as food fairs and festivals. Furthermore, destination branding is supported by the great importance given to the experiential value related to food, demonstrated by the special care for restaurants' interior design or by the planning of traditional street food's events which respond to the necessity of consumers to feel actively engaged and immersed in the culinary experience.

Even the technology has been introduced between the main elements of competitiveness of many catering activities, it comprehends from the implementation of Web Management to the offering of Delivery services. Moreover, Roman markets and restaurants seem to have perceived the contemporary clientele's greater awareness and their general tendency toward *style symbol*'s research, thus Official Web Pages, where it's possible to recruit information in advance, are often used as calling card for business's presentation, demonstrating the compliance with *Manifesto della Ristorazione sostenibile*'s guidelines or the application of the circular economy approach in the case of agro-food companies.

However, in Rome districts' diversification generates some divergences in the kind of value proposition that the restaurant or market offer to its clientele, that is strictly related to the urban society' composition that populates the reference neighbourhood. Therefore, if on one hand the macro trends are common and shared, on the other one it's necessary to consider the influence that the specific urban area has on businesses' evolution; in more cosmopolitan

neighbourhoods like Ostiense and Termini the coexistence between traditions and ethnicity is appreciated and the principle of innovation is more encouraged in order to respond to the necessities of a multi-ethnic and dynamic social context; whereas in districts like Trastvere, where the historicity and the *"marketing of authenticity"* prevails, the business will be centralized to the exaltation of an authentic and uncontaminated Roman cuisine, 100% local.

Another important aspect to point out is how the market's concept has evolved in order to respond to the new customers' necessities; it has simultaneously recovered some elements of the historical central market, like the direct relation with artisans and producers, and become a place of social aggregation with an offering that far exceed the mere shopping. Indeed, markets' business models often include restaurant offer other than many others activities to which clients could decide to get engaged, resulting in a diversification strategy. Consequently, restaurants, to remain competitive, need to elevate themselves to higher gastronomic and experiential standards to trace the boundaries of their market, making excellence almost a necessity.

As a result, in the contemporary Roman gastronomy context, successful restaurants point to the proposal of genuine and local cuisine offered in a comfortable and enveloping locations that, actually, requires an extremely professional staff other than a rooted cooking and behavioural *know-how*; whether the cuisine is more historical or tending to innovation. Whereas markets become ever more proactive concerning the gastronomic and non-gastronomic experiences for their guests with the aim of enhancing the cultural heritage, transmitted through traditional local gastronomy, often considering external influxes as part of its composition.

Appendix

Interviews 1: Sora Lella

In your opinion is the Romanity of your restaurant and meals the same as 60 years ago?
 The same Romanity has been handed down through generations, just a quality implementation has been made.
In your opinion are there any aspects of the Roman spirit during meals which got lost?
Overall people use smartphones all the time, but in the restaurant the traditional spirit has been maintained untouched.
Some of the plates you serve are an invention of your grandmother Elena and your father Aldo, do you continue to serve them exactly like they have been created or have you revisited them in some ways?

None reinterpretation has been introduced, just the quality has been improved thanks to Slow Food Presidia's collaboration.

What are the biggest news in terms of food or management you and your brothers brought?

Introduction of ice creams inspired to traditional Roman sweets, like Zabaione and Ricotta and sour cherries' cake, and of the traditional Roman Maritozzo.

How have customers changed compared to when you father managed the trattoria?

Thanks to social media nowadays customers are for sure more aware, but they are also more ignorant about authentic culinarian traditions, consequently they just make them orders according to trends. They always ask for Carbonara, Cacio e Pepe or Amatriciana, but for example Carbonara is not a plate that belongs to Roman culinarian tradition as much as is thought to be.

Have you considered necessary to change some of your habits according to the new customers' requests? For example, changing your days off or opening hours?

Guests who come to the trattoria are mainly Italians, people who are generally attached to traditions. For the restaurant spending time with family on Sundays and during national festivities is a tradition, therefore being closed on these particular days is something they proudly continue to keep doing.

According to Roman gastronomy do you think we should talk about "preserving" or "innovating" traditions?

Preserving and transmitting are the key words, especially due to the fact that new generations are mainly ignorant on the matter. One of the sons, Renato, wrote specifically a book about the 60 most important Roman recipes ("Annamo Bene") as a will for future generations.

(https://www.trattoriasoralella.it/it/)

Interview 2: Trattoria Pennestri

Do you think that Ostiense is a good district to embrace your proposal of "Modern Trattoria"?
The choice of the area has not been casual, in the past Ostiense has been the birthplace of the "Romanity", while now is a dynamic neighbourhood characterized by commercial exchanges and history.

How do you conciliate tradition with innovation?
It all starts from a deep knowledge and a hand-on experience of the original Roman cuisine, after that is possible to research a kind of evolution, that is intended as the application of some innovative principles, before only belonging to fine-dining, to the original recipes with the aim of valorising new products. This new approach to the Roman gastronomy is effectively a common trend shared by many restaurateurs; it is about comprehending the market's new necessities. It's anyway important to be respectful of antique traditions, the success of the Quinto Quarto's original recipe proves it.

Is your clientele mainly composed by Italians/Romans or by foreign tourists?
It's equally divided.

What does it mean for you to be indicated between 2023's Slow Food snails of Lazio?
It is a confirm of Trattoria Pennestri's way of operating, that includes a direct and personal relation with suppliers with the aim of valorising the product and the pleasure of eating. There is attention towards personal and familiar histories of all the 25/30 different producers.

Do you consider yourself a sustainable restaurant?
Sustainability is not the first mission, but rules as refraining from using chemical things or avoiding food waste trying to use all the animal's parts are applied.

What do you mean with the expression "synergy between kitchen and dining room"? Why do you consider it so important?
The two founders have worked together in the past carrying out these two different roles and they have understood the importance their coordination; one without the other couldn't work. To ensure clientele's well-being a maniacal attention is required and it necessitates harmony through all different restaurant's functions. The guest must be the main protagonist rather than staff's individualism.

In what way digitalization supports your business?
There's awareness about digitalisation's competitive relevance in fact there is dedicated team for these issues.

Why did you choose Eataly to buy your bread?

Eaty's bread is the best to be used as a side for the Trattoria's culinary proposals: excellent, modern and light.

(http://trattoriapennestri.it/)

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