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"Attractiveness and competitiveness of high-quality food shops and restaurants: The case of Antinori winery"

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Abstract

This thesis is the result of a research conducted in collaboration with the winery Marchesi Antinori. The study focuses on the market of high-quality food and wine, meant both as separate products and combined as a service in a restaurant. In particular, the case study is Procacci, an historical premium food and wine shop and restaurant in the city center of Florence, which has been under the control of the Antinori family since the last years of the 90s.

At first, a literature review has been made on the field of consumer behavior, food marketing strategies and service quality assessment.

Then, empirical data have been collected through a survey, where a questionnaire was submitted to the customers of Procacci. The main objective of this analysis was to assess the major attractiveness and competitiveness factors that determine the success of this peculiar type of restaurant.

Data have been investigated with a univariate analysis of the segmentation variables. Afterwards, a factor analysis has been performed to test the adequacy of the items and to identify latent variables starting by grouping the observed ones. Resulting factor scores have been used to segment our sample and to search for specific attitudes towards the latent components previously individuated.

Introduction

In the last years, many companies in the market of food and wine started pushing on the concept of quality in order to differentiate their products. Moreover, to expand their offer, wineries started to introduce supplementary services and activities to their core business, once exclusively related to the production of wine. Many producers opened their cellars to the public, hosting guided tours and visits in the vineyards. Others decided to create on-site restaurants, wine-bars or to offer guest accommodation in their estates.

The Piedmontese winery *Fontanafredda*, for instance, owns nowadays two hotels and four restaurants, one of which has been awarded with one Michelin star. *Santa Margherita* winery, which includes the famous *Ca' del Bosco* and *Ca' Maiol,* created the format "*VyTa*", a Retail Food brand controlled by Retail Group S.p.A., constituted by a series of high-quality restaurant-bars located the main Italian train stations.

Already in 1957, Antinori anticipated the trend by opening "*Cantinetta Antinori*", a restaurant where customers could enjoy their wines paired with a selection of typical Tuscan dishes.

In 1998, Marchesi Antinori, already internationally famous for their top-quality wines, acquired Procacci, an old Italian *gastronomia* in *Via de' Tornabuoni*, Florence. The shop, opened since 1885, was at that time in difficult economic conditions and the winery saved it from possible failure. This investment allowed Antinori to enlarge their already wide offer by further penetrating the market of restaurants and foodservice.

Being born in collaboration with Antinori, the research aim of this thesis is to try to assess the major attractiveness factors and elements of competitiveness of their Procacci shops in Florence and Milan. To do that, an experience evaluation of the shop has been performed trough the creation and the submission of a questionnaire to the customers. The structure and adequateness of the survey have been tested through an exploratory factor analysis. Furthermore, the questionnaire has been designed also to test the awareness of Procacci's consumers for Antinori wines and to understand the role of the shop in promoting the products of the winery.

The introductive chapter of this work contains an examination of the main drivers leading customers to the purchase of high-quality food and wine. In addition, a review of the main marketing strategies adopted in the same field has been performed.

The second chapter introduces the Marchesi Antinori company, reporting their family history and a summary of their business activities. In this part the main strategies adopted to promote and sell their products have been analyzed, focusing on the field of the experience economy.

The third section corresponds to the core of the research. Here the structure of the survey is reported, and an explanation of how the data have been collected and analyzed is provided. The last part, through some graphs and figures, has the aim of summarizing our findings and eventually draws some final comments.

1. The market of high-quality food and wine

The first chapter is divided in two main sections. The first one deals with-high quality food and wine definitions and purchasing drivers from the consumers' point of view. The second part is focused on the seller's perspective, summarizing the evolution of the marketing concepts and strategies in the food and wine sector.

1.1 Buying high-quality food and wine

This section is structured in three different parts. The introductive one defines food and wine as market goods. The main aims here are to explore food and wine key characteristics and to understand how and why they are classified in economics as experience goods. Then the complex concept of excellence in food has been described and examined. The focus has been set on the notion of quality and its many determinants, which vary according to the final user. The third part has the goal of summarizing drivers, involvement and consumers 'processes related to the purchase of high-quality food and wine.

1.1.1 Food and wine as market goods

1.1.1.1 Search, experience and credence goods

The general "food" definition provided by most dictionaries would correspond to: "Any nutritious substance that people or animals eat or drink or that plants absorb in order to maintain life and growth"[1]. Here the characterization is focused only on the nutritive function that food has for humans, animals or plants. Food is described only from the biological point of view, as the main fuel through which living organisms survive and develop.

However, since the market is bounded by a legal framework, it is necessary to provide a legal definition, according to which, the meaning attributed to food is different. In article 2, the European Regulation n. 178/2002, laying down the general principles and

[1] https://www.lexico.com/en/definition/food

requirements of food law, defines food as:" any substance or product, whether processed, partially processed or unprocessed, intended to be, or reasonably expected to be ingested by humans". The definition excludes animal feed and includes "drink, chewing gum, water, and any substance intentionally incorporated into the food during its manufacture, preparation or treatment". So, by including water, differently from the general definition, the European law indirectly states that the nutritional value has no weight in discerning food from non-food products. The aim in this case is to create a commercial class including a wide range of products, which are sold for the purpose of being consumed exclusively by humans.

Explaining the meaning of the word "wine" is easier. As a matter of fact, both the International Organization of Vine and Wine (OIV) and the European law agree to define it as: "the beverage resulting exclusively from the partial or complete alcoholic fermentation of fresh grapes, whether crushed or not, or of grape must."[2].

The presence of the word "beverage" in the official wine definition implies that this product is included in the food commercial class and that it is legally treated as such.

After having understood how food and wine are defined from the common, legal and commercial point of view, it is now possible to explore how they are described by the economists.

Within the literature on information economics, there is a differentiation of commercial goods and services according to the way through which consumers can collect information on them. Goods and services can be grouped into three main categories: search, credence and experience. The main differences among those categories are listed below:

- Search goods and services. The most obvious procedure available to the consumer in obtaining information about price or quality is search (Nelson, 1970). So, for those goods and services to be defined as such, it is important that all product information is available and that all service main attributes can be easily verified by customers prior to the purchase. A good example of a search good is a car. Plenty of information are available for potential buyers to help them to make the

[2] EU Reg. n. 1308/2013
OIV-International Code of Oenological Practices. Basic definition 18/73

right decision such as brand, model, year of production, engine performances, size, weight and so on.

But there are goods for which this search procedure is inappropriate (Nelson, 1970). In some situations, in fact, the process of looking for information for a given good is much more expensive than the purchasing price of the good itself. In that case the consumer will tend to buy the good directly, obtaining information through or after the purchase. Therefore, a distinction is made between search goods and the following goods category based on method, timing and cost of information assimilation on product attributes (Comyns et al.,2013) .

- Experience goods and services. Characterized by uncertainty. Customers cannot obtain information and give judgements on the product or service until they purchase it and either use it or benefit from it. The purchasing of a haircut service could well represent an example for this category. In fact, despite knowing the price of the service and possibly the hairdresser reputation, the customer doesn't have any other information to forecast the outcome until the job has been done and the service paid.

Overview of *search*, *experience* and *credence* good categorisation.

	Search good	Experience good	Credence good
Cost of determining quality	Low cost: The benefit of obtaining product quality information outweighs the cost of the collection of such information.	High cost: the cost associated with collecting information on product quality is unacceptably high & the benefit accrued does not warrant this cost outlay.	High cost: the costs associated with determining product quality are prohibitively high.
Method of determining quality	Product quality is determined from inspection of the goods prior to purchase.	Product quality is determined by using or experiencing the product.	Product quality cannot be determined without expert knowledge.
Timing of quality determination	Pre-purchase	Post-purchase	Cannot be determined even post purchase
Examples:	Knit goods Carpets Hats Millinery Clothing Miscellaneous apparel Footwear Furniture Leather goods Jewellery *Source*: Nelson (1974, p. 739)	Books Paints Tyres Appliances Motorcycles and bicycles Motor vehicles Motor vehicle parts and accessories Professional and scientific instruments Clocks and watches Communication equipment Food Drinks Cigars Tobacco Soaps *Source*: Nelson (1974, p. 739)	Home-security systems Palm readers – spiritualists Martial arts schools Marriage/family counselling Tax services Chiropodists Optometrists Psychologists *Source*: Ekelund, Mixon, and Ressler (1995, p. 36)

Figure 1.1: Source: Comyns et al.,2013

- Credence goods and services. The assessment of their value by the consumers requires additional costly information. According to what Darby and Karni (1973) say, the attributes of this product and service category are usually very expensive to judge or impossible to find out even after the purchase. In this case an example of credence attributes can be provided by referring to the consulting services. Precisely because of their nature, expert advices are difficult or impossible for the client who ask for them to evaluate, even after a period after having paid for them. That's why for those type of goods and services fraud can be successful due to the prohibitive costs of discovery of the fraud (Darby and Karni, 1973).

Going back to food and drinks, looking at *figure 1.1*, we can see that they are categorized as experience goods. As a matter of fact, except for luxury food and premium or icon wines, the cost of determining food attributes is usually higher than its price. That's why the only method that consumers dispose to evaluate food quality is to use or experience the product after the purchase.

1.1.1.2 Other foods' classifications and specific features

Food can also be described as belonging to another goods classification, based on consumers' shopping habits. Lambin et. al. (2007) divide goods into convenience and specialty. The first category includes food products bought on a regular basis, in small quantities and with the lowest effort possible. While specialty goods are food products with unique characteristics and consumers are willing to make a special effort to discover them. Usually they are sold through an exclusive distribution system.

Despite those differences, it is important to say that all types of food are characterized by specific features that distinguish them from other market goods. In fact, they can be obtained:

- From processed or unprocessed raw materials of agricultural, forestry or fishery activities (e.g. cereals, pasta, grape, wine etc.)
- From non-agricultural raw materials (e.g. water, salt)

Products belonging to the first class can be described as having the following dimensions:

- Biological: they are obtained from living organism. Therefore, they have a substantial degree of perishability in time and a poor attitude to conservation.
- Spatial: they are obtained in different world areas with different environmental conditions.
- Temporal: they are characterized by seasonal production cycles. Seasonality variable has a strong weigh in annual production cycles such as grape production while it has a negligible importance in livestock farms.

1.1.2 The concept of excellence in food and wine products

Being excellent means being outstanding, resulting superior in some attributes compared to others. Catry (2003) states that, when customers buy excellent products, they distance themselves from the mass and from one another through the emotional value of acquiring well-crafted and rare objects. Hence, the notion of rarity and uniqueness is fundamental in describing the concept of excellence. For instance, let's think about truffles or caviar. These food products are classified as excellent and luxurious mainly due to their scarce availability.

According to Beni et al. (2001), food and wine products can be defined as excellent only if they are characterized by the sum of three attributes:

- Genuineness. For food products that are free from any substance that is extraneous from their natural composition.
- Typicity. Used when food attributes consistently correspond or derive from the characters of the region of origin. Also, links with local history and know-how are implied.
- Quality. To describe a heterogeneous set of product attributes, depending on the specific relationship between the person expressing them and the product itself.

This last notion is quite complex to explain and requires further attention.

1.1.2.1 Food Quality

The sole definition "degree of excellence of something", provided by most dictionaries, is not enough to understand what lays behind the idea of quality, leading us again to the concept of excellence.

In traditional marketing, the notion of quality is defined as an opportunity to strategically overlap the characteristics of the supply with those of the demand, creating products or offering services that result more appealing than the ones provided by competitors (Croce and Perri, 2017).

However, even this definition is partially incomplete. To go deeper in this topic, it is worth considering the most common and widely accepted definition for quality, provided by the International Organization for Standardization (ISO): "Quality is the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs"[3]. The characterization of quality, done in this way, allow us to distinguish two main aspects embedded in this term: an objective and a subjective one.

- Objective aspect: formed by product features and characteristics. They need to be measurable to allow an objective division of products into different quality levels.
- Subjective aspect: given by the stated or the implied needs. Those are liable to change according to the characteristics of the end-user or the scope of the final utilization.

To make an example, applying to food what has been said till now about quality, it is easy to understand that the set of attributes (objectively measured) for a high-quality tomato will change according to the tomato user itself (subjective aspect). A farmer would like to have a tomato plant that is resistant to diseases, with high yield per hectare and possibly showing a good precocity in fruit production. On the other hand, industrial standards require the tomatoes to be high in acidity. This favors their preservability and shelf-life once transformed into different tomato sauces. While at the same time final customers, when shopping at the supermarket, will look for tomatoes with good organoleptic properties (color, taste, flavor, and texture) or organically grown.

[3] ISO 8042:1986, 3.1

As shown with this brief example, food product quality cues are numerous and different one another. To ease their classification, they have been divided by van Trijp and Steenkamp (1998) in two main classes:

- Intrinsic quality cues: part of the physical product. They can't be changed without changing the product itself. Shape, color, texture, safety and nutritional values are good examples of intrinsic food characteristics.
- Extrinsic quality cues: they are related to the product, but physically not part of it. Brand, price, availability or origin are all extrinsic food attributes.

Another useful scheme (*figure 1.2*) of food quality cues has been developed by Peri (2006). In the article what really distinguishes quality is whether the product assessed is meant as a food for consumption (destined to the *homo edens*) or as an object of trade (bought by the *homo oeconomicus*).

The numbers from 1 to 13 attributed to those requirements are arbitrary and don't suggest any kind of ranking among them. They are all equally important and a serious failure to meet any one of those requirements can lead to the rejection of a product even if all the other 12 are fully satisfied (Peri, 2006).

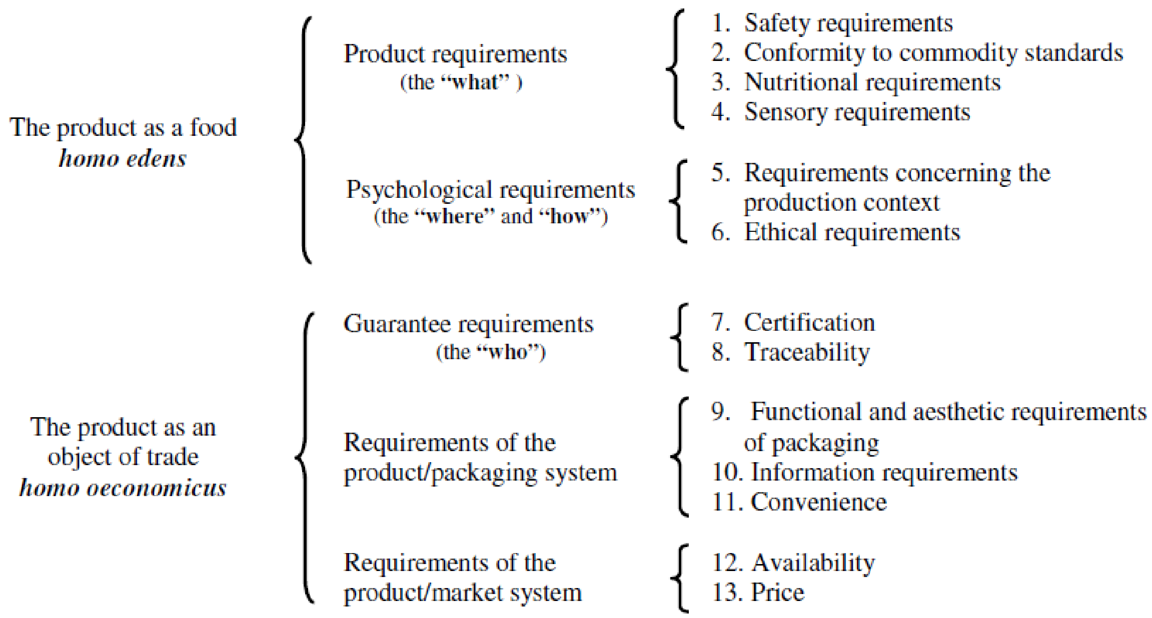

Figure 1.2: An analytical model of food quality. From Peri et al. (2004).

Another aspect to keep in mind is that not all those cues can be easily checked in advance by consumers when they buy food or wine. Some information is easy to find in advance, some other require at least one previous purchase and some other are just impossible to verify. At this point it is possible to classify the food quality attributes in question, following the same general criteria through which market goods in *paragraph 1.1.1* have been divided. For instance, just by wandering around a supermarket or a specialty food shop, buyers can freely check for search attributes like product availability, price or functional and aesthetic requirements of the packaging.

Instead, food sensory requirements, which are the main responsible for product appreciation, can be described as experience attributes. In fact, these can be only determined after the purchase, by tasting the product.

Differently from the previous quality attributes, requirements concerning the production context and ethical requirements can be classified as credence attributes. In fact, they are very expensive or sometimes even impossible to verify even after the customer has purchased and tasted the products. For example, there is no way that eating or analyzing a hamburger will tell us whether the animals it came from were raised in accordance with the rules of animal well-being (Peri, 2006).

With this division in mind, it is now evident that food is reasonably classified as an experience good because its quality is strictly dependent on its organoleptic characteristics such as taste and flavor. But together with experience cues, the same food comprises and carries also attributes of search and credence goods. That's why the market for food quality is not perfect. The most significant imperfection it that sellers are better informed than consumers about all the quality attributes (Caswell and Mojduszka, 1996). That leads to the phenomenon of information asymmetry, which is well explained by Akerlof's theory. According to his famous paper[4], well informed sellers on product quality will tend to adopt an opportunistic behavior at the expense of buyers who have poor information. This will cause to a loss of efficiency in the exchange and, because of the adverse selection problem, only the lowest-quality product will be sold. Meanwhile higher quality products struggle to get a price premium and are gradually driven off the market.

Market dominated by search goods are far from the situation described above. In those markets, in fact, information is relatively plentiful and easily attained. So consumers can protect themselves, and their purchasing patterns provide direct incentives to

[4] George A. Akerlof, the market for "lemons": quality uncertainty and the market mechanism, Editor(s): Peter Diamond, Michael Rothschild, Uncertainty in Economics, Academic Press, 1978, Pages 235-251

producers in order to provide the range of quality that consumers are willing to pay for (Caswell and Mojduszka, 1996). That's the main reason why legislative bodies implemented systems to ease signaling quality such as safety requirements, labelling standards and certifications. Those are all tools that allow the transformation of experience and credence attributes into search ones. For example, mandatory nutrition labeling makes characteristics such as fat content (difficult to estimate even after consumption) into search attributes that can be verified by reading the package (Caswell and Mojduszka, 1996).

1.1.2.2 Terroir-related products

Traditionally the term "*terroir*" was used by French winemakers to describe a restricted and well-defined area where the soil and climate condition allow the production of a wine with unique characteristics, attributable to the area itself. The modern official definition in provided by the International Organization of Vine and Wine, which describes *terroir* as: "a concept which refers to an area in which collective knowledge of the interactions between the identifiable physical and biological environment and applied vitivinicultural practices develops, providing distinctive characteristics for the products originating from this area."[5] Therefore, this notion nowadays results as a complex combination of two dimensions: the physical and the human one (Black and Ulin, 2013).

- Physical factors: soil, climate, exposure, altitude, wind, temperature, relative humidity etc.
- Human factors: further divided into local history (tradition, common heritage) and shared know-how (irrigation, drainage, varietal selection etc.)

The mix of those two dimensions will result in a food or wine product with inimitable organoleptic characteristics.

It is intuitive that all this information cannot be collected or fully verified before buying food. So, to avoid frauds and adverse selection, to preserve historical and cultural knowledge and to favor rural development, governments protected *terroir*-related products through specific public recognition and protection systems. In European

[5] RESOLUTION OIV/VITI 333/2010 - DEFINITION OF VITIVINICULTURAL "TERROIR"

agricultural and food industries those systems are called geographical indications (GIs) and the certified products usually retain the name of their region of origin. As a form of intellectual property, GIs figure in the 1994 TRIPS agreement of the World Trade Organization (WTO). Unlike trademarks, which are quintessentially private goods, GIs provide common labels that are typically accessible to a large number of firms producing similar (and competing) products within the same area (Menapace e Moschini, 2012).

Finally, referring again to the previous discussion about food quality attributes, it is possible to conclude that GI products are food and wine whose quality cues concerning origin, production context and sensory requirements (all experience and credence attributes) have been transformed into search attributes to grant them a premium price.

1.1.3 Consumers drivers in food consumption

The following part has the aim of summarizing the main drivers that lead customers to buy and consume certain types of food instead of others. Solomon et. al (2010) deal with this problem by assessing consumers as individuals at first, and then referring to them as decision makers. In the first part, learning, perception, attitudes, needs and motivations are described as variables involved in the purchasing behavior. In the second part, the individual and rational consumer buying process is analyzed.

In literature, another common classification of consumers' purchase drivers is the one between internal and external factors (Khaniwale, 2015; Al-Salamin et al., 2016; Karbasivar and Yarahmadi, 2011). This classification can be adopted also when dealing with food and wine products.

The most relevant internal drivers can be classified in:

- Personal factors
- Psychological factors

Whereas the most significant external factors are:

- Cultural and social factors
- Object and stimulus factors
- Situational and environmental factors

1.1.3.1 Personal factors

The main variables influencing individual purchasing decisions are the personal ones, which are unique for every individual. For example, age, sex, provenance, occupation, education, economic situation, family status are all factors determining different consumption patterns. That's the reason why these are the information that marketers ask first to consumers for segmentation purposes.

1.1.3.2 Psychological factors

Beside personal factors there are also other personality characteristics such as needs, attitudes, motivations and values that are examined singularly below:

Needs

The food definition that has been provided in *paragraph 1.1.1* described its main function as a "life-maintaining" one. Hence, this means that by eating, people are able to satisfy the so called "biogenic needs", category of innate "lacks" that we must fill in order to survive. However, there is another needs' category, the one of psychogenic needs. We acquire them as we become members of a specific culture. These include the need for status, power, affiliation, and so on. Psychogenic needs reflect the priorities of a culture, and their effect on behavior will vary in different environments (Solomon et al.,2010). This last kind of needs overlap partially with the concept of "want", which could be described as the way through which each individual satisfies personal needs. In fact, for example, from the same biogenic need for food (driven by hunger), an Italian customer could *want* to satisfy it with pasta while an American one would prefer a hamburger. So, it's worth noticing that not just psychogenic needs but also wants can involve cultural or affiliation drivers.

As it has been shown there are different types of needs. That's why many researchers tried to classify them into different models. The most well-known model is the one developed by Abraham Maslow. He believed that needs should be ordered hierarchically in a pyramidal model. At the basis of the pyramid there are the first needs to be satisfied:

- Physiological: need for air, food, water, sleep, reproduction
- Safety: need for personal security, employment, resources, health

Going to the higher levels until the top there are the upper needs:

- Love and belonging: need for friendships, intimacy, family relations
- Esteem: need for respect, status, recognition, freedom
- Self-actualization: need for achieving one's full potential

According to Maslow, the classes of needs are always satisfied from the lower to the upper and the ones that have been already fulfilled are not active or perceived anymore. Marketers have embraced this perspective because it specifies certain types of product benefits that people might be looking for, depending on the different stages in their development and their environmental conditions (Solomon et al., 2010).

Despite food has been classified by Maslow as a good able to satisfy only physiological needs, it is necessary to remember that the relationship we have with it is much more complex than the one we could have with a basic good. According to Fischler (1988), humans approach food in two different dimensions. The first runs from the biological to the cultural, from the nutritional function to the symbolic function. The second links the individual to the collective, the psychological to the social. So even social and cultural factors can be recognized as drivers responsible for the formation of consumer needs. And in this case, those needs will be placed in the upper part of the pyramid. So adapting Maslow model to the food quality attributes listed in *paragraph 1.1.2.1,* needs could be divided as follows:

Lower needs:

- Physiological: nutritional requirements, price, availability
- Safety: legal safety requirements

Upper needs:

- Belonging: requirements concerning the origin and the production context
- Esteem and self-actualization: aesthetic requirements, ethic and environmental requirements

So usually only specific types of food such as specialty (organic, GIs) and luxury ones are able to satisfy one's upper needs.

Attitudes

An attitude is defined as a *lasting* and *general* evaluation of people, objects or issues (Solomon et al., 2010). In other words, applying our definition to our field of interest, it is the personal way through which we approach a given food or wine. Attitudes are defined as *lasting* because they tend to be persistent, although some new ones can be formed, and some could change over time. They are also addressed as *general* because they apply to more than one single occasion.

Curiosity, nostalgia (Hughner et al., 2007), neophilia, neophobia (Pliner and Hobden, 1992), health consciousness (Michaelidou and Hassan, 2008) are all examples of possible attitudes that people could develop towards food.

Still, it is worth noticing that attitudes are different from actual behaviors, especially when talking about stated ones. For example, in general, about 30% of the consumers have a positive attitude towards sustainable consumption, claiming to pay attention to ecological packaging, the origin of the food products, or the absence of genetically modified organisms (Vermeir and Verbeke, 2006). However, although people may have a positive attitude, they are largely passive in their role as consumer when it comes to supporting environmental or animal welfare improvements with their available budget (Grunert and Juhl, 1995).

Most researchers agree that an attitude is resulting by the sum of three elements: affect, behavior and cognition (Solomon et al., 2010). The affective part is related to how a consumer feels about an object or situation. Behavior involves the person's intentions to do something with regard to the same object or situation (but, as already seen, an intention does not always result in an actual behavior).

Cognition refers to the beliefs a consumer has about the object/situation.

Motivations

A motivation is the set of processes that cause people to behave as they do (Solomon et al., 2010). So, it is a sort of energy in ourselves that arise with a specific need and push us to reduce or to eliminate it. This sort of tension is called "drive" while the need fulfilment is the "goal". Needs can be both utilitarian (eating for nutritional/hunger reasons) or they can be hedonic. In this second case what the consumer is looking for is not just a product, but an experience involving emotional aspects. So, it is worth noticing that also in this case the consumption of different types of food allow us to reach different types of goals.

Values

A value can be defined as a belief about some desirable end-state that transcends specific situations and guides selection of behavior (Solomon et al., 2010). Being defined as something we believe in, we assume that a value is stable over time and it applies to more than just one purchasing occasion, differently from attitudes, motivations and wants. Values, in fact, act as a background, motivating our actions and giving them direction and emotional intensity (Schwartz, 1994). Usually each culture or society has a set of core values, beliefs and traditions that tend to group and govern its members.

To apply that to our topic, for example, we could take into consideration the value of "universalism". According to Schwartz's classification of values, universalism can be defined as:" understanding, appreciating, tolerating, and protecting the welfare of people and nature" (Schwartz, 2012). So, people who adhere to the ''universalism'' value may be motivated to protect the environment and therefore to buy environmentally safe products (Vermeir and Verbeke, 2006), no matter the situation or their specific needs.

1.1.3.3 Cultural and social factors

As it has been already pointed out, our tastes and product preferences are not formed randomly. Our behavior towards goods, in fact, is shaped by our history and by a learning process that includes a set of values, preferences and response patterns that are the result of relationships both within the family and a series of other key institutions specific for each culture. Therefore, not only culture has a deep impact in determining the basic values that influence consumer behavior patterns. It also can be used to distinguish subcultures that represent substantial market segments and opportunities (Ramya and Mohamed Ali, 2016).

Furthermore, even the society in which we live in holds an important role in shaping our purchasing behavior. In fact, every culture has some forms of division-based factors like income, profession, and education. These divisions can be referred to as social classes; people from the same social class generally have common interests and therefore they also share a similar buying behavior.

1.1.3.4 Object and stimulus factors

The first aspect to take into account talking about object factors as purchasing drivers are both the intrinsic and the extrinsic food quality characteristics that have been described in *paragraph 1.1.2.1*.

In fact, those are an important variable when it comes to choosing a product instead of another. As already seen, a correct quality signaling method helps customers in their buying decisions and grant also to the producers a higher remuneration because of the price premium recognized by the market.

The object factors and other stimuli can address our food and wine choices via different elements. Those are well summarized in the marketing mix concept. In fact, through the right choice and combination of product characteristics, price level, distribution channel and communication strategy, each company has a strong power to convince customers in buying its products.

Search attributes like price, brand and information available on the packaging are the easiest one to asses and the main purchasing drivers. While credence attributes like origin and production method influence buying decisions mostly when they have been transformed into search characteristics trough certification systems. Food and wine experience quality attributes are trickier because they require a past product trial to influence its re-purchase. Those quality cues are able to stimulate our sensory receptors eliciting different sensations in ourselves. Much more complex than sensation is the pattern through which we become aware of those food quality attributes: the perceptual process. This consists in consumers selecting, organizing and interpreting external stimuli, according to their personal needs and past experiences. Hence it is a subjective process that can arouse different feelings according to the person involved.

1.1.3.5 Situational and environmental factors

The environment in which we are immersed can have a great impact in our buying and consuming behavior. This is true either if we assume the environment as a single shop or restaurant, or if we refer to the society where we live in. For example, Harrington et. al. (2012), through a descriptive approach, tried to find out the most important attributes affecting positive and negative experiences in a restaurant. As a result, they found out that two of the top five variables described as drivers of positive experiences are the atmosphere of the restaurant and the friendliness of the staff. Both factors are then considered responsible for the creation of a pleasant situation and environment in which to consume a meal.

By considering the environment as the society in which we live in, it is possible to bring a further example. Booth (2001) explored the influences of dietary and physical activity behaviors, stressing the importance of education-based strategies and health care policies for the prevention and reduction of obesity and the promotion of physical activity. Not surprisingly, one of the focus groups organized to perform the study had the task of identifying broader contextual, environmental, societal, and policy variables that (…) may lead to new directions for influencing shifts in behavior (Booth, 2001).

1.1.4 Involvement

Talking about the purchase of a given food or wine or even about the experience of being served a meal at a restaurant, not everyone is interested and motivated to the same extent. This personal level of perceived relevance for a product, a service or a purchasing situation is called involvement. As said by Solomon et al. (2010), one's level of involvement is directly influenced by some antecedents. These antecedents correspond to some of the factors described in the paragraphs above (personal factors, object and stimulus factors and situational and environmental factors). According to the combination of those variables, each customer could be differently involved in a buying situation. Involvement is defined as a hypothetical construct, which cannot be measured directly using only one single variable. Looking at empirical research, one finds a great diversity in its operational indicators (Laurent and Kapferer, 1985). In fact, besides being hypothetical, involvement is also described as a multi-faced construct. Broderick and Mueller (1999), studying psychology of the food shopper, divided involvement into four sub-dimensions:

- Normative: the relevance of a product to an individual's values, wants and needs. Affected by personal factors as antecedents
- Enduring: the personal interest or familiarity with the product class or category over time. Affected by object and stimulus factors as antecedents.

- Situational: specific interest between brands/types of products at a point in time. Affected by situational and environmental factors as antecedents.
- Risk: the probability of making an incorrect product choice. Mostly affected by the price level.

To make an example, applying what has just been explained to our field of interest, it would be interesting to reason on the purchase of a bottle of wine. The higher will be the relevance and the adherence of the winery producing that wine to one's values, the higher will be his/her involvement in buying and consuming it.

At last, involvement can also be split into "emotional" (Vaughn, 1980), when personal feelings are *involved* and motivate the purchasing decision, and "rational", if the customer is just trying to optimize a cost-benefit ratio without showing any particular interest in the product category.

1.1.5 Consumer buying process

During the second half of the 60s, some studies started trying to create a universal model to explain the consumer purchasing process. According to this model, the consumer always chooses rationally after a cost-benefit analysis. So, his main aim would be to make the choice that allows him to maximize his utility, conditionally to his budget constraint.

The general model divides the process in five steps:

- Need recognition: when the customer realizes to be lacking in something. Needs can be triggered by internal impulses like hunger and thirst or by external ones like an advertisement.
- Information search: when consumers start looking for different products or brands. Information can be collected directly or received in a passive way.
- Evaluation of alternatives: process of comparison between similar products and services. Careful evaluation of points of parity and points of difference.
- Product choice: the act of purchasing the good or service that will provide the highest utility.
- Post purchase evaluation: according to the level of satisfaction for the choice taken, the consumer can adjust his preference structure and modify future purchasing decisions.

The second and the third steps recall the previously discussed problem of information asymmetry. Those two steps can be easily performed when looking for food products whose quality cues are available and easy to assess (search attributes). The process would be much more difficult for the purchase of experience or credence goods.

However, the rational approach is not always the best to explain consumer behavior. In fact, as previously said, purchasing decisions are led by many interacting factors, among which we find also psychological and situational variables and one's level and nature of involvement. In fact, involvement has been recognized to be of rational or emotional nature. This means that also purchasing decisions can be triggered by emotions and feelings. Still about involvement, it is important to stress that, depending on its level, consumers will differ greatly in the extensiveness of their purchase decision process, indicated by the amount of information search and the number of attributes used to compare brands (Laurent and Kapferer, 1985). For example, in regular household/personal food purchase the level of involvement is usually low, leading to a "routine purchase behavior" (Broderick and Mueller, 1999). This is generally characterized by little to absent time dedicated to information search and evaluation of alternatives, frequent purchases and lower price products. At the opposite there is the "extended problem-solving" process which correspond most closely to the traditional decision-making pattern. This is carried on through an extensive information search and when the perceived risk and the involvement level are high. In the case of food, this type of purchasing process can be adopted only when talking about:

- special occasions, parties, celebrations. Because of high situational involvement
- high- quality or *terroir*-related products. Because of high enduring involvement
- luxury products. Because of the high perceived risk
- highly knowledgeable and expert consumers. Because of high normative involvement.

1.2 Selling high-quality food and wine

In this second section, at first, the evolution in time of the marketing concepts and strategies has been summarized, providing examples related to the field of food, wine and foodservices. Then, the focus will shift to the concept of experience economy developed by Gilmore and Pine (1999), stressing its importance in the field of wine and gastronomy. The last part of this section deals with Italian food and wine tourism as an experiential marketing tool.

1.2.1 Evolution of food and wine marketing

1.2.1.1 Marketing concepts

Marketers need to deal with different tasks. In fact, just as production and logistics professionals are responsible for supply management, marketers are responsible for demand management. According to Kotler, (2000) this implies that they might have to deal with a negative demand (avoidance of a product), no demand (lack of awareness or interest in a product), latent demand (a strong need that cannot be satisfied by existing products), declining demand (lower demand). To fulfill those tasks, according to the era, the market, the regulations and the rate of technology, different concepts were adopted by entire companies. Those concepts will now be examined as they were divided by Kotler (2000) in his “Marketing management”.

Production concept

The oldest business idea based on the assumption that consumers are looking for cheap and always available products on the market. Therefore, the company will adopt the cost leadership strategy, aimed at producing in the most efficient way possible, reducing costs to lower final prices and to reach the mass distribution. This concept was born together with the industrialization process. Most precisely in 1913, when the first Ford's assembly line was installed for the mass production of automobiles. Since then, gradually, many production lines were mechanized. This mechanization of processing multiplied the availability of goods on the market, including food. According to Fernández-Armesto (2002) the two main forces that could be considered responsible for food industrialization were the population growth and the world wars. The first was responsible for a dramatic increase in demand, the second for the need of standard and easy-to-store food commodities. At that time food factories were inspired by the huge production lines which first appeared in state bakeries producing biscuits for the army and the navy. Not surprisingly the first standardized goods, created and sold like industrial ones, were biscuits (*figure 1.3*), chocolate bars (*figure 1.4*), margarine, and meat extract cube (*figure 1.5*). All products that were included in a soldier combat ration.

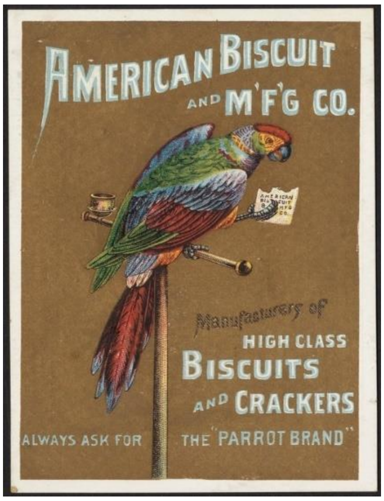

figure 1.3: Victorian trade card for the American Biscuit & manufacturing company.

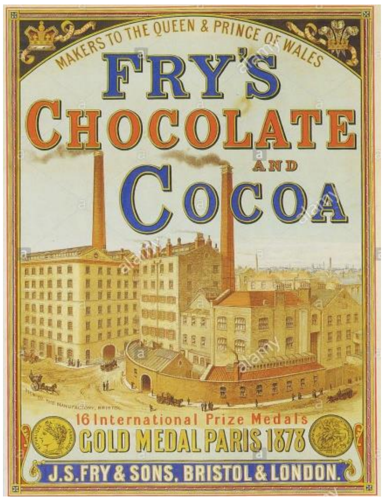

figure 1.4: Chocolates and cocoa trade card dated 1880

figure 1.5: Liebig's Beef Extract trade card dated 1897

Product concept

This kind of strategy is focused on the product characteristics. Industries in this case try to introduce new quality cues to their products to distinguish them from the ones supplied by competitors. This concept is based on the assumption that consumers always look for products providing innovative features and performances. The main problem in this case is that sometimes the new product characteristics are developed by engineers with no consumer input. Hence, they represent an additional cost for industries without providing any additional benefit for customers.

An example of this concept in the soft drink market brings us to April 1985. At that time The Coca-Cola Company decided to introduce in the market a reformulated version of its famous drink (f*igure 1.6*). After 99 years of history, the company wanted to improve its core-business product and to re-energize the brand in the US market. When the taste change was announced, some consumers panicked, filling their basements with stocks of their favorite drink. Not surprisingly, even though the new formula was preferred in taste tests by nearly 200.000 consumers[6], few months after the launch, the company had to return to the original formula, now called Coca-Cola classic (*figure 1.7*). The company underestimated the nation's sentimental attachment to the iconic American drink neglecting that consumer neither needed, nor wanted a new type of coke with different characteristics.

Figure 1.6: The can of a reformulated coke launched in 1985.

Figure 1.7: The can of coke after the re-introduction of the old formula.

Selling concept

The selling strategy could be considered as a result of a blind adoption of the production concept. In this case the company aim is to sell what it makes rather than to make what the consumer wants. This leads to the market saturation and soon to an overproduction. Consequently, the main goal for a company is to find potential users to absorb the produced goods, through the development of selling and promotion campaigns to stimulate buying. To provide an example in the food market it is possible to quote the

Figure 1.8: "County life" butter TV advert

Figure 1.9: "Anchor" butter TV advert

phenomenon of the "milk lakes" and "butter mountains" in Europe. Starting from the 1970s, in the European Economic Community, the production of milk and butter increased drastically due to previous government interventionism. This growth in production

[6] Source: https://www.coca-colacompany.com/stories/coke-lore-new-coke

continued until the supply exceeded the market demand. To prevent a market failure, within the Common Agricultural Policy, Europe assigned specific quotas to each member state to discourage the massive and ongoing milk production. It was no coincidence that between the 70s and the 80s a large number of advertisements (*figures 1.8* and *1.9*) became popular on national TV channels, trying to persuade customers in buying this overproduced good.

Marketing concept

This concept is the one adopted by most of the companies nowadays. It can be implemented only if the product is packaged and the pack reports the name or brand of the producer. It was developed in the western world after the recovery from the second world war. Because of a gradual increase of incomes and the increasing product variety, consumers started being much more selective. That's the reason why companies started to try being more effective than their competitors in creating, delivering, and communicating customer value to their chosen target markets (Kotler, 2000). So, the main focus for a company shifted from its products and sales to its consumers. To satisfy them, producers started offering them goods and services that best fulfilled their needs and aimed at developing and maintaining with them lasting and profitable relationships.

As said in *paragraph 1.1.2.1*, the idea of quality is based both on objective product characteristics and on subjective requirements, varying according to the user. That means that, to satisfy those requirements, the marketers need to focus not only on product quality cues, but also on the customers. That's why the best strategy to sell high-quality food and wine is the marketing concept.

The evolution of the marketing concept

Having now understood that to promote and sell high-quality food and wine the best concept to adopt is the marketing one, it is important now to loom at how this same concept changed in time. The main addressed aspect will be the one related to communication. To exemplify this evolution process, we will use the step-division into marketing 1.0, 2.0, 3.0 and 4.0 suggested by the Professor of International Marketing Philip Kotler through his publications and series of books.

In 1950s and 1960s, when the marketing concept was born, its main aim was to communicate the existence of unknown or innovative products to consumers. In fact, the role of marketing at that time was to explain and to diffuse culture. So, the communication focus of marketing 1.0 is the product and its specific characteristics. As proven by *figure 1.10*, representing an advertising for a whisky dated 1949, the descriptive and informative

Figure 1.10: Marketing 1.0. Illustrated Liquor Ad from 1949

Figure 1.11: Marketing 2.0. McDonalds Ad diffused in Australia in 1980s

Figure 1.12: Marketing 3.0. Pizza Hut Ad in 1990s

part related to product's characteristics is dominant.

Figure 1.11, instead, is dated 1980s and refers to the subsequent communication strategy. In those years the offer increased in quantity and variety of products. Because of that consumers started being more informed and selective. This led the attention of marketers to shift from the product characteristics to the consumers' needs in order to satisfy them. In fact, what the ad suggests here is that through a meal in the famous fast food chain, it was possible to satisfy almost all one's daily nutritional *needs*. The following marketing 3.0 developed in the 90s and at the beginning of the 21st century due to the strong globalization process and the gradual introduction of the internet in many consumers lives (*figure 1.12*). Those factors revolutionized all the communication strategies, that went from being vertically organized (from company to consumers) to horizontally diffused (from consumer to consumer). In fact, trough blogs, forums and nowadays mainly social networks consumers started being testimonials of their favorite brands.

Currently, with the information technology revolution, internet has been almost automatically integrated with communication strategies and marketing in general. That's the reason why the sole online approach is not considered anymore an element of differentiation. Customers are not only looking for products to satisfy their basic needs and wants. From one side, they are looking for ways to satisfy their creativity and values, from the other they also require to be part of the product, to be able to participate, interact or even create their own goods and services (Jara et al., 2012). Therefore, the right mix of real and tangible ways to experience product and services, together with proper online additional facilities, is the key for marketing 4.0.

1.2.1.2 Operational marketing strategies

As it has been shown in the previous paragraphs, since the focus of marketing activities has changed over time, the marketing tools evolved as well. The traditional marketing mix, initially developed by McCarthy in 1960 in his "Basic Marketing: A Managerial Approach", has been revised and adapted to the modern technologies and to different target markets. Reasoning and operating only within the range of four marketing tools like product characteristics, price level, distribution channel, and communication strategy, seemed too restrictive for some marketers. Various researchers, in fact, have found the 4P model too simplistic, suggesting *ad hoc* alternatives according to the different operating context. Some of these alternatives that could be applied to our area of interest will be discussed below. For instance, Nickels and Jolson (1976) suggested the addition of packaging as the fifth P in the marketing mix, extremely important variable when a consumer finds himself choosing food or wine products from the shelves of a shop. Mindak and Fine (1981) suggested the inclusion of public relations as the fifth P. This instead could be considered as a very useful tool for the promotion of a restaurant.

The 7Ps

For restaurants, as well as for all the firms providing services instead of simple goods, Booms and Bitner (1981) expanded the marketing mix by adding to the traditional tools three extra elements: *participants*, *process* and *physical evidence*.

The *participants* are all the human actors who participate in the exchange. Let's stick with the example of a restaurant. In this case the participants to the service are the diners from one side and the *maître* and waiters from the other. Just through a simple visual inspection of their dresses and their behaviors, future customers are able to build some expectations on the quality of the service they will get. Another aspect to consider is that, in a place like a restaurant, characterized by the simultaneity of production and consumption, the firm's personnel occupy a key position in influencing customer perceptions of product quality (Rafiq and Ahmed, 1995).

The *process* is a mix of the procedures through which the service is delivered and the attitudes and behaviors of the staff in delivering it. Even this variable is crucial in setting the quality level of the service and therefore its price. For instance, the process of obtaining a meal at a self-service, fast-food outlet is clearly different from that at a full-service (Rafiq and Ahmed, 1995).

At last, the *physical evidence*, is the environment where the service occurs, through the interaction between customers and personnel. This has a fundamental role in service economy. In fact, given the perishable, heterogeneous, intangible and inseparable nature of services, consumers have some difficulties in evaluating their value, particularly before they purchase them. In this case physical evidence can provide tangible clues on service quality. Examples for a restaurant can be its environmental design, noise level, odors, temperature, colors, textures, and comfort of furnishings (Bitner 1991). All those variables may influence perceived performance in the service, both in a positive and a negative way. A luxury restaurant with a poor design, furniture and *mise en place*, crowded and noisy and with a clumsy and unskilled waiting staff would have serious troubles in surviving the competition of other restaurants.

The 4Cs

As previously discussed, along time the focus of marketers shifted from the company to the consumers. That is evident in the marketing mix model developed by Lauterborn in 1990. Through his new 4C-mix the emphasis on the actions of marketers shifts to the focus on the reactions and expectations of customers. In fact, the *product* becomes the *consumer*, the *price* transforms into the *cost*, the *promotion* changes into *communication* and the *place* is turned into *convenience.* This could be a well-suited strategy for the market of niche products like high-quality food and wine. In fact, to better please the consumers, great attention is paid to provide the quality cues they most appreciate. Then, the concept of cost, replacing the price, is linked both to an analysis of the purchasing power of your specific target and to other search or time costs. With recent technologies, promotion has been transformed from vertical to horizontal and from exclusive to inclusive, giving birth to a two-ways communication between company and customers.

This, for example, could be helpful for the company to explain why a given wine has specific quality characteristics and how they are obtained through the production process. At the same time buyers could ask the company how to consume that given wine to fully enhance its flavors and aromas. At last, the tool of convenience provides a competitive advantage because it is not merely linked to the choice of the distribution channel. It has the aim of reducing the effort in collecting information about the product and of easing the search and the purchase of the product itself, for example through online sales.

The 4Es

Another *ad hoc* marketing mix was proposed exclusively for promoting and selling wine. The model was developed by Festa et al. (2016) and, as all the other formulas, it takes as reference and starting point the 4Ps model by McCarthy. This model is based on 4Es as marketing tools: expertise, evaluation, education and experience (*figure 1.13*). The dashed line surrounding the 4 tools, according to the model, should be represented by knowledge, acting as a "glue" and "facilitator" for the consumer. This could be possible only if instead of simple wine promotion, producers and sellers would focus on wine *education*. In fact, thanks to a better wine knowledge, consumers could easier understand and appreciate the product, acquiring *expertise* not only in term of its price but relying on a real *evaluation*. Consequently, this could lead to a contextualization of consumption occasions, elevating the purchase situation as a real *experience.*

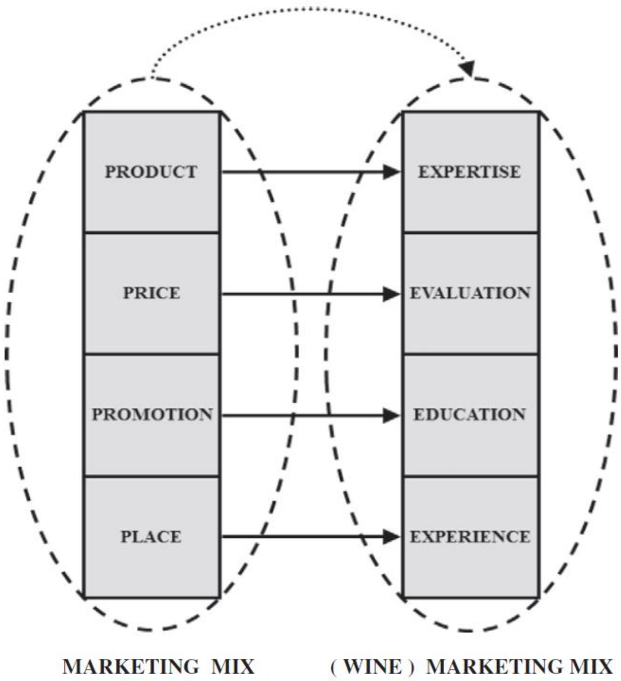

Figure 1.13. Source: Festa, Giuseppe, et al. "The (r) evolution of wine marketing mix: From the 4Ps to the 4Es." Journal of Business Research 69.5 (2016): 1550-1555.

Considering what has been said, it is worth noticing that, especially for food, wine and foodservice, the marketing-mix focus seems to shift gradually, from tangible to intangible assets, and from products as containers of utilities to the customer as subject of experience (Festa et al., 2016).

1.2.2 Experience economy

As discussed in the previous paragraphs, in the last years, the economic offer initially increased in quantity, leading to a competition based on price. Then, the companies started competing also in terms of product characteristics, and this brought to an increase in the offer diversity. Therefore, the business of services has been developed, combining goods, skills and performances to increase the value of the final output recognized by customers. However, as it was reported in the original reading line of the "Experience Economy" by Pine and Gilmore (1999), "goods and services are no longer enough". The key, they suggest, is to stop thinking only about lowering costs or differentiating products. What companies should pursue is the differentiation of the whole content of their offer, starting to stage experiences as a distinct form of economic output.

But what do the authors mean for experience economy? And why should it be more profitable to sell experiences instead of simple goods and services? To answer to those questions, first it is fundamental to understand the etymology of both "economy" and "experience".

The word experience comes from the Latin "*experientĭa*", meaning "trial "or "proof". So, an experience is a practical contact, an event or occurrence which leaves an impression on the person who lived it. While "economy" has Greek roots and it is composed by the words "*ôikos"* (house) and *némō* (to manage). With time, the ancient meaning of the word has been extended to define "the rational use of resources aimed at obtaining an output with the highest possible value". Hence, experience economy can be defined as a way to profitably exploit resources in order to create memorable events that are able to elicit emotions.

Just through this definition, it is easy to understand that the use of experience goods like high-quality food and wine as resource to exploit, would be a great advantage to create memories and to elicit emotions. In fact, for example, you can fully get to know and appreciate a wine only after you have lived the *experience* of tasting it.

To better understand the nature of experiences as economic output and to distinguish them from conventional outputs, the following tab has been reported (*figure 1.14*).

Economic Distinctions				
Economic Offering	Commodities	Goods	Services	Experiences
Economy	Agrarian	Industrial	Service	Experience
Economic Function	Extract	Make	Deliver	Stage
Nature of Offering	Fungible	Tangible	Intangible	Memorable
Key Attribute	Natural	Standardized	Customized	Personal
Method of Supply	Stored in bulk	Inventoried after production	Delivered on demand	Revealed over a duration
Seller	Trader	Manufacturer	Provider	Stager
Buyer	Market	User	Client	Guest
Factors of Demand	Characteristics	Features	Benefits	Sensations

Figure 1.14: Economic Distinctions.
Source - Pine, B. Joseph, and James H. Gilmore. "Welcome to the experience economy." Harvard business review 76 (1998): 97-105.

The starting elements are commodities, which are defined as fungible, so undifferentiated and mutually interchangeable resources extracted from the natural world. Goods usually have a higher value because they are produced through the use of commodities as raw materials. They are tangible, and their price is set according to the production cost and their level of differentiation. Services have an even higher value because they combine goods with intangible activities. They are delivered to customers according to individual requests. Differently from all previous outputs, which are external to the buyer, experiences have a memorable nature and are inherently personal. In fact, they exist only in the mind of an individual who has been engaged on an emotional, physical, intellectual, or spiritual level (Pine and Gilmore, 1998). That is why, if the experience is relevant to the needs of the customer, it has the highest value of all outputs (*figure 1.15*).

To exemplify what Pine and Gilmore (1999) describe as the "Progression of Economic Value" (*figure 1.15*), it is possible to think about grape as a simple commodity. Wine grape grown in the province of Brescia to produce Franciacorta sparkling wine has an average price of € 2,20/Kg[7]. That grape is sold in the market, at a quite low price and, exception made for the sugar level, in a quite undifferentiated way. After the grape has been

[7] Source: http://www.bs.camcom.it/files/Studi/Prezzi_2017/uve-franciacorta2017-prezzi-indicativi_08_08_2017.pdf

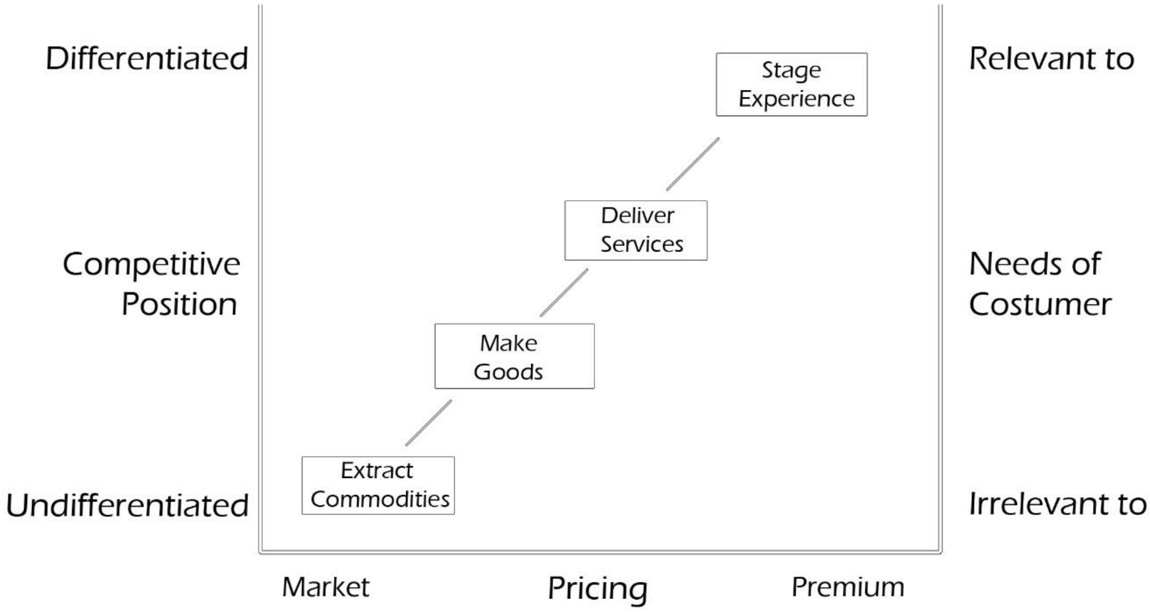

Figure 1.15: The Progression of Economic Value.
Source - Pine, B. Joseph, Joseph Pine, and James H. Gilmore. The experience economy: work is theatre & every business a stage. Harvard Business Press (1999): 34.

processed into wine and then bottled, its price, in an Italian wine shop, can go up to 40-50 € per bottle according to characteristics like ageing, cuvees, residual sugar etc.[8] If the same 40-50 euros bottle is *served* at a restaurant its final price could increase by further 20-30 €. Now think about two different situations in the same Franciacorta area: a visit in a winery which includes a final wine tasting facing the surrounding hills covered with vineyards and a meal in a high-quality restaurant drinking a glass of sparkling wine perfectly paired with local food. Probably the cost of one single activity will be higher than the price of the whole bottle. However, the consumption of that wine in one of those situations might be remembered easier and could result much more satisfying than the purchase of the bottle itself in a wine shop. This is because, either in the winery or in the restaurant, consumers lived a memorable experience, deriving from the interaction between the staged event (tour, meal) and the individual's prior state of mind and being (Pine and Gilmore, 1999).

1.2.2.1 Experience as a theatrical performance

In their book, Pine and Gilmore (1999), focus their attention on the "dramatic nature" of enterprises, able to elicit emotions and to create experiences. What they suggest is that

[8] https://www.ilsole24ore.com/art/brindisi-franciacorta-AECbgJ6G?refresh_ce=1

every business is a stage and whenever employees work in the presence of customers (the audience), they play an act of theater which has a predetermined scenario, sequence, duration and timing.

To stage a business performance, a company need have clearly established some basic components. The first one is the *drama,* the core plan of the performance. In business it is defined strategy. Adapting this theory to the restaurant business the drama would be the category and the cooking style of the restaurant itself.

The second component to establish would be the *script*. This is the basic code of events to transmit the drama, the processes through which each company put in place its strategy. For a restaurant the script would be linked for example to how the kitchen staff is organized, how the waiters are dressed and how they interact with clients.

Then, of course, also a *theater* is required. That is the enacted event that brings the drama and the script on stage. So, it is easy to understand that theater includes all the actual working activities, which in a restaurant would be the purchase of raw materials, the work in the kitchen and the meal service.

All that is combined to offer a final *performance,* in which both actors (workers) and audience (clients) participate. In fact, in a restaurant, when customers eat their meals and live their dining experience, they are actually contributing to determine the success or the failure of the performance.

It is interesting to notice that this interpretation of a restaurant business partially overlaps with the 7Ps marketing model described in the previous section. In fact, the *processes* can resemble the script, the *participants* are composed both by the actors and the audience and the *physical evidence* can correspond to the environment where to stage your act. Therefore, it is evident that the additional 3Ps are fundamental to stage experiences because they become part of the final output which customers will eventually evaluate.

1.2.2.2 Schmitt's strategic experiential modules

The increasing competitiveness and the complexity of the demand's characteristics have given great relevance to the experience as an economic output in the last years. In fact, personal values, needs and motivations led different consumers to ask for different goods, services and then also experiences. Consequently, a new marketing approach was developed in order to meet consumers' requests. This is the so-called experiential marketing and it has been implemented on the basis of the Schmitt's idea of the multidimensional nature of experiences. Those are never created by people themselves, but they are usually induced through the use of the strategic experiential modules or SEMs.

The modules that Schmitt (1999) proposed to manage experiential marketing are 5 and include: Sense, Feel, Think, Act and Relate.

- The sense module has the objective of creating sensory experiences trough sound, touch, taste and smell. Beside thinking about packaging external features, it is easy to understand that in the case of high-quality food and wine, this module could be exploited without difficulty via a simple product trial.
- The feel module is aimed at eliciting inner sensations and emotions, creating affective experiences. For food and wine this purpose could be reached also taking advantage of their organoleptic characteristics. For instance, think about the narrator of Marcel Proust's *Remembrance of Things Past*, to whom the smell of "*petite madeleines*" evoked memories and feelings his childhood.
- The think module is meant to create cognitive experiences that involve customers creatively. To use this module in the food field a company could suggest recipes and uncommon pairings to engage consumers in unusual product use and new consumption experiences.
- The goal of the act module is to enrich consumers' lives with actual physical experiences. The diffused practice of some wineries of organizing events and tasting sessions has exactly the aim of letting people "live" the winery through the participation in tangible and practical experiences.
- The last module contains aspects of all the previous ones. The relate module goes beyond personal factors, appealing to the self-improvement desires and the need of being positively perceived by others. For instance, the consumption of a *Dom Perignon* bottle of champagne at a restaurant could be intended by someone as a demonstration of wealth or as a symbol for the accomplishment of a personal goal.

In order to implement strategic modules correctly, marketers can exploit some tools, called by Schmitt “Experience Providers” or ”*ExPros*”. Among those it is important to cite visual and verbal identity, electronic media, and communication. An additional mentioned tool is the spatial environment. Another way to refer to the physical evidence and to stress the importance of a stage that has been designed and conceived exclusively to set the experience. For a restaurant, all the *ExPros* can be merged in a well-structured website, communicating the vision and the cooking style of the chef, and showing pictures of the dishes and the location.

1.2.2.3 The experiential consumer buying process

According to what has been previously said, food and wine consumption drivers are not just linked to consumers’ basic needs, rational variables and utility-maximizing decisions. In fact, frequently, the purchasing decisions are determined by experiential and hedonic motives. When that happens, the steps of the previously examined consumer buying process change, being affected by experiential elements. The phase of information search could be based on internal sources, derived from the consumer’s memory, or on external stimuli coming from the environment. In the first case the process could be more difficult if the consumer never lived experiences that are similar to what he is looking for. In the second case the length of the process is linked to the effectiveness of the producer’s communication and advertising strategies. The evaluation of alternatives is usually performed faster in case the buyer was involved in past memorable experiences. In fact, as they were lived by consumers in first person, whether those experiences are remembered positively or negatively, they are strongly affecting the purchasing decision. Past positive experiences are repeated until boredom occurs, while negative ones are automatically avoided. The purchasing decision in this context becomes the most valuable step, because it is represented by the experience itself. As the experience is both staged by the company and lived by the consumers, it consists in the co-creation of the final output between the two parts. A dining experience, for example, is built thanks to the interaction between the offer and staff working in a restaurant and the choices and emotions of the diners. At last, to describe the post-purchase evaluation for experiences we use the method suggested by Pine and Gilmore (1999). Instead of evaluating customers satisfaction, given by the difference between what customers expect to get and what they perceive they get, it would be much more adequate to assess customers' sacrifice. As a matter of fact, the first measure doesn't consider the specific needs of clients, but only their expectations, which can be biased by unrelated factors. Instead, the measure of sacrifice is given by the difference between what the buyer wants exactly and what he settles for. So, by using this type of assessment, the company can get closer in understanding the gap between the staged experience and the rational and emotional customer evaluation of its performance.

1.2.3 Italian food and wine tourism

Over the last twenty years the agri-food market has been strongly linked with the phenomenon of tourism. Advertising, certifications and wine associations started attributing the uniqueness of some products 'organoleptic characteristics to their place of origin. So, the consumer has been invited to become a virtual or real traveler to the *terroir* of production to taste typical food and wines (Croce and Perri, 2017).

Nowadays, travelers moving around the world, besides being interested in art, architecture and landscapes, are looking for other opportunities and new experiences to get in touch with the history, the society and the culture of the country or area they are visiting. An enjoyable way of doing that is tasting the traditional food products of that place and in some cases even visiting some local production sites like a winery, a farm or a dairy.

1.2.3.1 Origins of the Italian geography of taste

The attribution of quality characteristics to food products according to their origin has deep old roots. Already ancient Greeks and Romans used to recognize wine identifying it through the name of its production site. The wine used by Odysseus to inebriate and defeat the Cyclops is described by Homer as the *Ismarus* wine, a city-port in Thrace. (Scarpi, 2005). Horace, in his Odes (I. 20) refers to the nectar of Falernum's vines, located in the Campania region. Beside those examples, along the Italian history from the gastronomic point of view, a lot of books, guides and articles were written by different authors. Jumping to 1570, the cook of the Vatican kitchens under Pope Pius IV, Bartolomeo

Scappi, published his cookbook “*Opera*” in which many of his recipes were named "*alla toscana*" or "*alla bolognese*", meaning that they were prepared according to the Tuscan or Bolognese way to do them.

In 1891 it is worth citing the first publication of “Science in the Kitchen and the Art of Eating Well” by Pellegrino Artusi. This was a cooking manual filled with recipes collected directly by the famous gastronome during his travels in Italy. The preparations reported reflect the richness and the diversity of the Italian gastronomic panorama and contributed enormously in educating the public about the connections between food and territory.

Some years later, in 1931, the Italian Tourist Board commissioned the drawing of a map detailing the principal gastronomic specialties in the different regions of Italy (Croce and Perri, 2017). This was meant to help Italian and foreign tourists to plan a journey to discover the best of what Italy had (and still has) to offer in terms of traditional high-quality food and wines (*figure 1.16*).

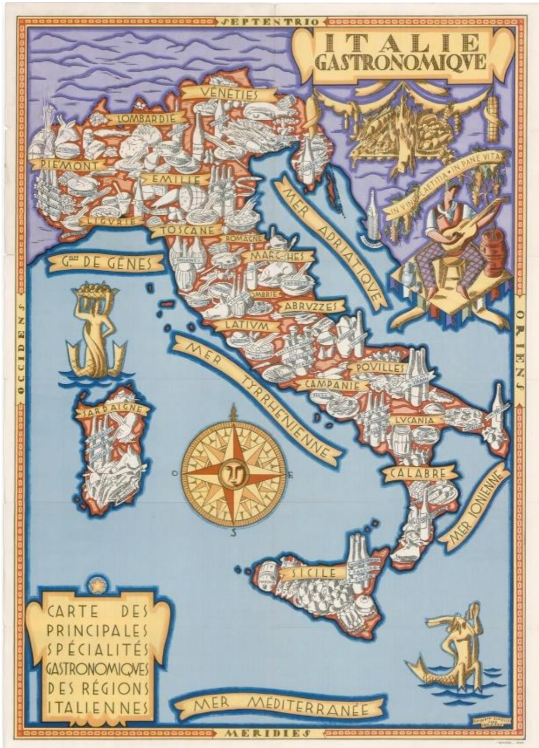

Figure 1.16: Italia Gastronomica. Umberto Zimelli, 1931

Then, along with the progression of globalization, food production has been standardized and the strong urbanization process cut off from rural life the major part of the western population. These two main factors, together with numerous food scares, raised in people the need of a higher awareness of food origin and production methods. In turn, younger generations developed increasing interests in environmental sustainability, organic food and products of *terroir*.

In 1986, year of the scandal linked to methanol contamination in Italian wine, a new association called Slow Food was born. Its main goals were to raise awareness of high-quality food and to promote the joy of slow eating, counteracting the recent and wide diffusion of fast foods. Through many publications, together with *Gambero Rosso*, the association promoted regional products and cuisines, setting the basis for a new type of tourism, exclusively linked to the discovery of local gastronomic traditions.

Another important step that helped Italian food and wine tourism to move into mainstream was took by the Wine Tourism Movement. In 1993, it succeeded in convincing a wide number of Tuscan wineries to participate in the initiative called "*Cantine aperte*" (Croce and Perri, 2017). This consisted in an open-doors period in which wineries welcomed visitors on a guided tour, showing them the production process and letting taste them their products.

Of course, visiting the production sites is not the only way to "practice" food and wine tourism. Tourists can learn and appreciate the link between a product and its land of origin even as part of a gastronomic experience, both in a restaurant located in the surroundings and in a typical regional shop or *bistro* away from the area of production.

At last, it is possible to identify two main elements that directed the Italian food and wine tourism to the current successful situation. The first one is the old history, the diversity and the quality of the Italian offer in terms of enological and gastronomic products. The second is linked to the previously explained phenomenon of experiences. Nowadays, tourists, and in a broader sense all customers, are not simply willing to buy products of high quality. They are looking for occasions to live memorable experiences.

1.2.3.2 Current situation

Future Brand is a branding firm belonging to the *American McCann Worldgroup*. Since 2005 it publishes a ranking of the Country Brand Index (CBI) to measure the strength of the most influencing countries in the world. According to their research, people are not just more likely to visit a country recognized as a "brand", but they also would buy and daily consume products coming from it. This confers a tangible competitive advantage to those countries that are commonly seen as brands.

In the last Future Brand report from 2015[9], among the 75 countries included in the survey, only 22 were qualified as "country brands". It means that, for those nations, people have strong perceptions across the dimensions of "*status*", including value system, quality

[9] Source: https://www.futurebrand.com/uploads/CBI2014-5.pdf

of life and business potential and "*experience*", embracing tourism, culture and manufacturing factors. Italy was included in the list, being ranked at the 18th place. The identification of Italy as a brand has been mainly due to the so-called "experience" dimensions of culture, heritage and tourism. No doubt that traditional high-quality food and wine reputation have strongly contributed in the shaping of this ranking.

As a matter of fact, according to the Bank of Italy, in 2015, about 1 million foreign travelers visited Italy for a specific motivation linked to food and wine[10]. Even the domestic market has assumed great relevance. As stated by *Censis*[11], in 2016, 13.7 million Italians organized holidays or day trips to places that are renewed for typical food or wines. Moreover, 16.1 million people in Italy participated in events and festivals specifically dedicated to wine.

Food and wine then, are not just a way to satisfy our innate needs of hunger and thirst. They have been used for centuries to identify cultures and societies. So, by tasting typical food, often tourists live the first experience through which they can get in touch with the values and the tradition of the country they are visiting.

Since among the EU objectives there is the safeguard and enhancement of its cultural diversity and heritage[12], not surprisingly the Union decided to protect its typical agricultural products through the institution of the Geographical Indication system. Looking at the database of traditional food and wines in the GI scheme, Italy turns out to be at the first place for number of registrations, accounting 299 food products (167 PDOs, 130 PGIs and 2 STGs)[13] and 474 PDO wines[14]. Among those products there are names that are well known all over the world like Grana Padano, Parmigiano Reggiano, Prosciutto di Parma, Chianti and Prosecco.

A *Gfk* survey dated 2015[15] report that 75% of foreign tourist respondents said they were very satisfied of the gastronomic experience in Italy and 59% of them declares that they will buy Italian food products once they will be back in their home countries.

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[10] Source: ENIT – Osservatorio Nazionale del Turismo (2017), Il turismo enogastronomico in Italia, Roma
[11] Source: Censis (2017), Il valore economico e sociale del settore del vino e dei suoi protagonisti, Roma.
[12] Source: The Treaty on European Union. Article 3 (3)
[13] Source: http://ec.europa.eu/agriculture/quality/door (March 2019)
[14] Source: http://ec.europa.eu/agriculture/markets/wine/e-bacchus (March 2019)
[15] Source: https://www.gfk.com/it/insights/press-release/italia-patria-della-bellezza

So, it has been shown that both the awareness of Italy as a "brand", and the reputation of Italian food and wine as high-quality products act as driving forces for Italian exports in the world. In fact, the volume of food and beverage exports now exceeds 40 billion of euros, with a growth of + 70% in the last decade (Coldiretti, 2017).

2. Case study

This second chapter is divided in two main parts. The first one introduces the company thanks to which my research was conducted. It starts from the ancient history of Antinori family. Afterwards, the actual situation of the winery will be described. The main areas of interest on which this part will be focused are the applied experiential marketing strategies linked to gastronomy and food and wine tourism. Then it will be stressed the role of physical evidence in the company marketing mix as an important tool to stage memorable experiences. The second part of the chapter is aimed at describing the origins and the actual offer of Procacci, a restaurant, wine bar and delicacy shop owned by Marchesi Antinori. The customers of these shops, present in Florence and Milan, will be the focus of this research.

2.1 Marchesi Antinori

Marchesi Antinori S.p.A. is the 10th oldest family-owned company in the world. In fact, it is an Italian wine company that has its origins in medieval times, precisely in 1385. Between the 40s and the 70s of the 20^{th} century, their innovations in viticulture and vinification processes led to the development of the so called "Super Tuscan" category of wines. Those wines, of which the *Sassicaia* is the forefather, gradually became well-known and internationally appreciated because they were produced in contrast with the old traditional PDO (DOC or DOCG) regulations.

2.1.1 Family history

The oldest document reporting the name of the Antinori family is dated 1179. That is a deed of sale in which *Accarisio* di *Antinoro* sold some lands in *Combiate*, a place located in the Florentine countryside. Already in 1200, the family owned different castles in that area. However, due to the wars between the Guelphs and the Ghibellines, they suffered significant damages to their properties and decided to move to Florence, where the richest families of the countryside had been gradually moving for more than a century. There, *Filippo* and *Chiaro* Antinori became protagonists of the incredible success of Florentine silk in European markets. The commercial activities and some political offices contributed to the family's rise in social and economic status of the Tuscan society.

The relations of the family with the world of wine started in 1385, when Giovanni di Piero Antinori joined the Florentine Winemakers Guild. Since then, their wine production activity has never stopped. In 1491 Niccolò di Tommaso Antinori commissioned the realization of *"Tenuta Le Rose*", where 40 barrels of wine per year were produced in order to sell them to the richest families living in Florence. Few years later he also acquired a palace in the center of the city that was designed by the famous architect *Giuliano da Maiano*. The palace was named "*Palazzo degli Antinori*" and gave its name also to the square in front of the building. It became the family's principal residence and headquarters of their business. With time, the production of wine became the main family activity and different estates in Tuscany were acquired. Their products had become known to the point that, already in 1685, Francesco Redi, poet, royal doctor and official wine reviewer for the reigning Grand Duke *Cosimo III de' Medici*, praised Antinori wines in his comic-lyric poem "*Bacchus in Tuscany*".

Another mention of value for Antinori wines is dated 1873, during the World Great Exhibition of Vienna. There, they were described as high-quality wines, resistant to great climatic excursions, both of hot summer and of cold winter temperatures.

Finally, in 1898, Piero and Ludovico founded the "Marchesi L&P Antinori" company. Their main aim was to create a structure to manage the various vine growing activities started by previous generations since the 14th century. At the beginning of the 20th century, the name of the winery was already known in Italy and abroad. In fact, the exports to New York, London, Buenos Aires and Sao Paulo started growing significantly.

In 1905, after a visit to the Champagne region in France, Piero and Lodovico Antinori, invited Lucien Charlemagne the famous cellar master of Epernay, to come to the cellars in Tuscany and help them in the production of a sparkling wine. Few years later the *Gran Spumante Antinori* was placed in the market, the first sparkling wine produced with the "Classic Method". Because of its success, the Antinori family decided to invest in the "*Tenuta Montenisa*" in Franciacorta where the Franciacorta Marchese Antinori line is still produced.

Between 1920 and 1940 the winery conceived its first Chianti as we know it nowadays: *Villa Antinori*. It is a high-quality wine meant to be aged in order to improve its taste and flavor over time. In the same years, through the marriage with *Carlotta Della Gherardesca*, Niccolò Antinori received the land that would become the *Guado al Tasso* Estate, in the *Bolgheri* area on the Tyrrhenian coast. To specialize also in the production of white wines, Niccolò decided to buy *Castello Della Sala*, in Umbria region. Beside vineyards, the IX century castle included in its estate also 52 hectares of olive groves.

In the 60s a viticulture and winemaking revolution started to take place. Thanks to the work of the famous enologist Giacomo Tachis in fact, the vineyards owned by the family started being arranged in rows in specific and dedicated areas as we see them nowadays. New winemaking techniques were adopted such as the early harvesting of white grapes, malolactic fermentation, the use of steel vats with controlled temperatures, cold fermentation of white wines etc. All those innovations have been farsighted. As a matter of fact, they allowed Antinori's 1997 *Solaia* Vintage to be the first Italian wine ever to achieve the status of top wine in the world in Wine Spectator's classification of The Top 100 wines in the world.

2.1.2 The winery and its products

The advantage of being in the winemaking sector for centuries, allowed Marchesi Antinori to gain great success both in the domestic and international market. This permitted them to buy estates in Italy and outside, transforming the winery in an international company, now present all over the world. Their core business is based on medium-high price wines. However, through the purchase of other cellars and estates they were able to adopt an umbrella brand strategy, which consists in the use of different winery brands for different targets. Their multiple brand strategy is based on one master brand, named “Antinori” (*figure 2.1*). This is used to sell all the wines produced in the historical properties of the family in Tuscany and Umbria regions and in the area of Franciacorta. Then they also have a series of sub brands spread in Tuscany and other Italian regions like Piedmont and Apulia. The cellars producing those wines have been acquired in recent times and their products do not report the master brand on the label. Same thing is for the other estates that they own in Chile, Romania, Malta, Hungary and USA.

Figure 2.1: Marchesi Antinori master brand

Antinori Estates

Those include seven estates from which seven different lines of wine are obtained. Exception made for the cellar in Franciacorta, which is called “Marchese Antinori”, all the others were named and branded after the old name of the estate. In the following lines I will list them shortly, describing their main characteristics and products.

“*Tenuta Tignanello*”, founded in 1346, is in the hearth of *Chianti Classico* and it has 127 hectares dedicated to vines. The vineyards are divided in two parcels, one devoted to the production of “*Tignanello*” wine, the other to the production of the famous “*Solaia*”.

Few kilometers to the south we find “*Badia a Passignano*”. This estate is 223 hectares wide and more than half of it is planted with Sangiovese grapes, used to produce the Chianti DOCG (PDO). The property was named after the *Passignano* monastery, ruled for years by Vallombrosian order, a reformed branch of the Benedictines who specialized in viticulture and forestry.

Still in the "*Chianti classico*" area, 5 kilometers north east of *Tenuta Tignanello*, we find the *Pèppoli* estate. There, another PDO Chianti wine is produced, together with *Pèppoli* Extra Virgin Olive Oil and *Pèppoli* Red Wine Vinegar.

The last property in the Chianti area is the one corresponding to the main winery close to the *Bargino* locality. There, the company inaugurated a modern structure that functions as a winery, as a restaurant and as the administrative headquarters of the whole company. To this line, called "*Villa Antinori*", belong a "*Chianti Riserva*" and a "*Vinsanto*" PDO.

Still in Tuscany, but in the Montalcino area, there is another estate called "*Pian delle Vigne*" that gives its name to three Brunello wines. Then another winery in the "*Bolgheri*" area produces 6 different wines of all types: red, white and rosé. The vineyards of this property, called "*Tenuta Guado al Tasso*", are planted to *Cabernet Sauvignon*, *Merlot*, *Syrah*, *Cabernet Franc*, *Petit Verdot* and *Vermentino*. The sea, which is very close to the vines, provides a mild climate, mitigating both the summer heat and the winter winds.

The last winery selling its products using Antinori master brand on the label is *Castello della Sala*. This area, located in Umbria region, close to the small town of Orvieto, is particularly well suited for the production of white wines. The 170 hectares of lands surrounding the medieval castle are planted with traditional varieties such as *Procanico* and *Grechetto* but also with *Chardonnay*, *Sauvignon Blanc*, *Sèmillon, Pinot Blanc, Viognier* and a small quantity of *Traminer* and *Riesling*.

Other estates

Still in Tuscany, Antinori owns other 4 wineries called "*Le Mortelle*", "*Fattoria Aldobrandesca*", "*La Braccesca*" and "*Monteloro*" estate. Exception made for "*La Braccesca*", all the other estates are out of the Tuscan prestigious DOCG areas. This element and the absence of the master brand on the label allowed the wineries for a modern experimentation of varieties and winemaking processes to produce innovative wines.

Besides the properties in Tuscany then, there are two last wineries in Italy. One of them is called "*Prunotto*" and is located in the famous DOCG area of Piedmont where Barolo and Barbaresco are produced. The second, called "*Tormaresca*" is in Apulia, precisely in the Salento territory.

The rest of the wineries are spread among the Napa Valley, Washington state, Chile, Malta, Hungary and Romania. The wines that are produced are mostly obtained with international varieties and all adopt their own name, without reporting the Antinori master brand on the wine label.

2.1.3 Wine experience

As explained in *chapter 1* with the definition of food as a market good, wherever you are, drinking wine corresponds to an experience. However, most of the times people don't realize it. This is mainly because they *passively absorb* the experience through their senses, without processing it. In "The Experience Economy", Pine and Glimore (1999) propose a way to enrich the experience in order to engage customers, and not just to entertain them. To do that they suggest extending the value and the content of the experience itself by adding to the *entertainment* factor also the *educational*, the *escapist* and the *esthetic* ones (*figure 2.2*). On the horizontal axes of the graph the level of guest participation to the experience is reported. This could go from *passive*, when customers don't have any role in influencing the performance, to *active,* when customers directly take part to the event that will determine the final experience. The vertical axes represent the connection that customers establish with the environment where the performance is staged. *Absorption* brings the experience to the mind of the audience from a given distance, while *immersion* implies that the audience becomes either physically or virtually part of the experience itself.

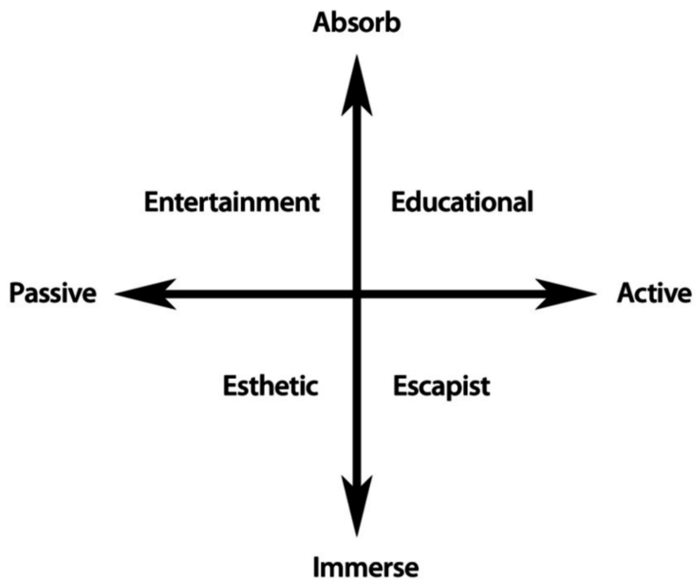


Figure 2.2: Experience realms: Pine and Glimore (1999): 46

2.1.3.1 Visits and cooking classes

Nowadays, by looking up to the Marchesi Antinori website, we find that they dedicated a whole section of it, hence also an entire part of their business, to the market of experiences. Under the "experience" section in fact we discover the availability of the company to host winery visits, guided tours, tastings and cooking classes. Taking as a reference the just cited four realms model, some of the opportunities offered by Antinori to experience their products, the territory and the winery itself will be analyzed.

Educational

In those kinds of experiences, the audience absorbs the events as they are presented to them. However, differently from entertaining events, education requires the active participation of the customers. To increase their level of knowledge and their skills it is important for the company to address mind and body, both for intellectual education and actual training. A perfect practical application of this kind of experience is the winery tour. By visiting the cellar and listening to the guide you passively acquire information on the company and on the wine production process. Then, through the final wine tasting you actively learn how to better appreciate the product characteristics, which, thanks to the memorable experience, you will associate in your mind with the winery brand. Antinori organizes cellar visits in *Le Mortelle*, *La Braccesca* and *Badia a Passignano* estates. In addition, where the main winery is set, the company is able to arrange four different types of visit, which change in duration, visited areas, quantity and nature of information provided and types and number of wines tasted at the end of the tour. This allows them to satisfy each customer typology, from the amateur to the expert.

Escapist

The guests of these experiences are actively involved and completely immersed in them. In this case people want to become actors, directly taking part to the final performance. To satisfy consumers' need of active participation, Marchesi Antinori organizes two types of cooking classes. One of them is set at their "*Fonte de Medici*" country resort, in the *Passignano* estate. While the second is organized at *La Braccesca* winery in Montepulciano. Both classes give food lovers and enthusiasts the opportunity to prepare, cook and taste recipes of the typical Tuscan cuisine. After the lesson the guest-actors enjoy a meal composed by their preparations, paired with the wines of the estate. In this way Antinori is able to stage escapist experiences engaging its customers in practical activities that will help them to remember their brand of wine.

Esthetic

The esthetic experiential realm consists in situations in which individuals are completely immersed in a specific environment, having little or no effect on it. Customers wanting to live an esthetic experience don't look for an event in which they do or learn something. What they want is just to live the moment. The esthetic value of an experience could be natural, man-made or in between the two. Through the visit of the main Antinori winery in *Bargino*, this type of experience could be lived simply by walking around the vineyards planted at the entrance, while admiring the surrounding beautiful landscape and architecture. Moreover, two projects that could be able to elicit esthetic experiences are "*Accademia Antinori*" and "*Antinori Art Project*". The first one protects and preserves artwork connected to Tuscan tradition, organizing art exhibitions and events open to the public. The second is a platform for contemporary art expositions and installations.

2.1.3.2 Restaurants

As previously explained, to implement a marketing strategy based on the experience economy, it is important to be able to organize rich experiences that can educate, entertain, engage and amaze. One of the tools to use, suggested by Pine and Gilmore (1999), is to engage all the five senses.

Probably, the winery had already understood the importance of enriching the wine consumption experience even before Pine and Gilmore formulated their theory. In fact, already in 1957, the family opened the doors of Palazzo Antinori and inaugurated "*Cantinetta Antinori*", a restaurant and wine-bar where customers could enjoy the wines from Antinori estates together with a selection of typical Tuscan dishes. For sure this moves the simple act of drinking wine to an upper level, engaging directly all five senses of the diners thanks to a memorable dining experience. Given the great success of the company and, as shown in *paragraph 1.2.3*, the good reputation that Italian food has abroad, the company decided to extend the format. Nowadays, along with the one in Florence, "*Cantinetta Antinori*" is open in Zurich (since 1994), Vienna, Moscow and Montecarlo. For all the restaurants the goals are mainly two: exporting the Tuscan gastronomic authenticity worldwide and developing an alternative communication strategy to further develop Antinori brand. In addition, other two restaurants have been opened by the company recently. One of them is called "*Rinuccio 1180*", in honor of the forefather of the Antinori family, and it is located on the roof of the main winery. It is a structure with wide picture windows that give guests a view of the Chianti's landscape. The surrounding hills, covered with olive groves and vines, connect the diners' senses of sight and taste with the products produced in that territory. The second restaurant is "*Osteria di Passignano*", founded by Marcello Crini, a passionate connoisseur and expert in Tuscan food and wine culture, and Allegra Antinori. It is located in the *Passignano* ancient abbey and currently it is awarded with one Michelin star.

2.1.3.3 The main winery in Chianti Classico

It has been already mentioned in *paragraph 1.2.1.2* the important role that physical evidence has in delivering services. Its importance further increases if the objective of the company is to stage memorable experiences. This was well understood by Marchesi Antinori, that in 2004 started the realization of a completely innovative winery in the "*Chianti Classico*" area, close to *Bargino*. The construction was finished in 2013 and it was designed to have a low environmental impact and maximum energy savings. What makes the winery a perfect location to stage memorable experiences is its unusual structure, almost completely dug into a hill (*figure 2.3*).

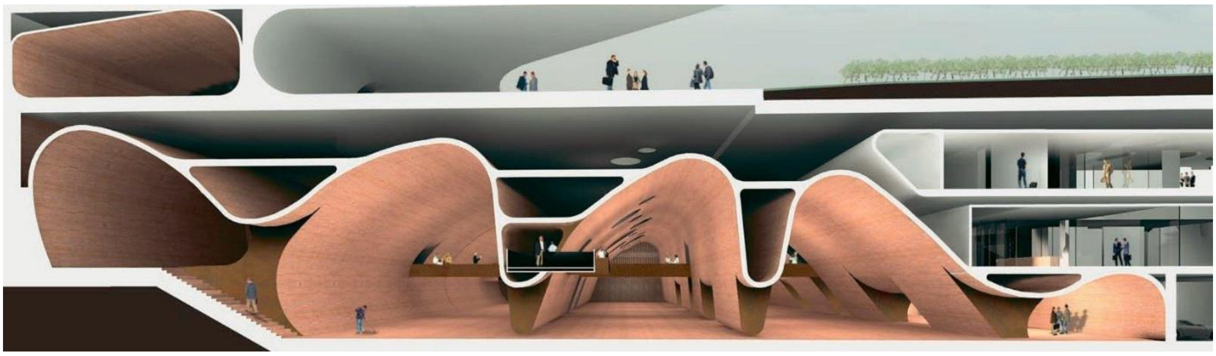


Figure 2.3. Source: http://www.todyengineering.com/new-antinori-winery/

The whole project revolves around the existing relationships among landscape, architecture, viticulture and winemaking. Practically invisible to the eye, the winery consists of an architectural interpretation of the Chianti landscape. Its facade appears as two horizontal glass-filled cuts in the hill. The roof over the whole built surface is covered by a layer of earth, to make it possible to plant new vineyards and reduce as much as possible the consumption of land (*figure 2.4*).

The whole project has been characterized by the use of natural materials and by the attention to the surrounding ecosystem. For instance, the coolness originated naturally in the depths of the earth has been exploited to control the temperature inside the large vaulted spaces in which the wine is stored during the ageing process.

Figure 2.4. Source: http://www.archea.it/cantina-antinori/

The visitor's journey has been thought to represent the opposite path followed by the grapes when transformed into wine. As a matter of fact, the guided tour starts from the parking lots ascending to the winery and then it ends in the upper vineyards. On the contrary, the grapes, after being harvested from the upper vines, are immediately delivered by gravity to the underlying winery in order to be processed. The whole structure includes the mill, the "*vinsanteria*", and the restaurant. The upper floor also houses an auditorium, a museum, a library, a tasting room and the wine shop. In fact, nearly all producers who are involved in food and wine tourism declare that at least 50% of visitors who have enjoyed their tour will buy one or more products, plus the sale of cellar visits makes another important financial contribution (Croce and Perri, 2017).

However, hosting guests is not just a matter of direct incomes for the company. In fact, through physical evidence, seen in the light of environmental sustainability, people tend to develop a strong confidence in the firm behind this transformation process of the land. Moreover, just by looking at how Antinori designed this "stage", it is easy to predict that visitors assisting to a "performance" that has been staged here, would engrave in their mind an unforgettable experience.

2.2 Procacci 1885

Procacci is an historical shop located in Florence city center, in the old and renowned *Via de' Tornabuoni*. This street was once full of fine craftsmen but is now the realm of famous designers and it hosts numerous shops of the most prestigious international firms in the fashion panorama. Procacci was founded as a small family business in 1885. Its heritage of history, art and crafts soon made it famous among the Florentines for truffle-based food products. In 1925 King Vittorio Emanuele II even made the shop an official supplier to the royal family, granting its founder, *Leopoldo Procacci*, the Royal Coat-of-Arms with the Royal patent.

Figure 2.5. The new Procacci logo created by Antinori after having acquired the business

This format will be the main focus of my research. Through a questionnaire to its customers, it has been tried to assess the success key factors and the elements of attractiveness of this particular "shop" category. An attempt was also made to understand the effectiveness of Procacci in increasing the awareness of Antinori wine brand in the consumers' mind.

2.2.1 Format

Traditionally, the shop could be classified with the Italian word" *gastronomia*", which can be translated into "delicatessen". This means that it used to sell typical and locally produced high-quality food and food preparations. Meat based products such as cold cuts, cheeses, fruit preserves and sauces were its main specialties. However, the two elements that mostly contributed to the success of Procacci were, and still are, a selection of small and soft "truffled *panini*", served with seasoned tomato juice. Taking out the vodka, the recipe of this drink is very similar to the one adopted to prepare a Bloody Mary. In alternative to the tomato juice, it was always possible to ask for a glass of Tuscan wine. The "*panini*" available nowadays in the shop are still prepared according to a secret recipe, which has never been changed since 1885.

Due to the economic development and the globalization process, from the early 1950s to the 1980s supermarkets tended to develop into big stores located in suburban sites. Small delicacy shops positioned in the city center started to suffer from low turnout. Procacci was living the same situation, so, in 1998 Marchesi Antinori took over this business, saving it from a possible imminent failure. The company created a new logo for the shop (*figure 2.5*) and renewed partially the furniture and the lighting system (*figure 2.7*). However, the slogan "*Futuro Antico"* adopted by the winery and somehow representing its vision, has been applied also to the administration of this new property. Its meaning is "ancient future" and it consisted in maintaining and preserving old gastronomic traditions through the adoption of a modern casual yet sophisticated format. In fact, from one side, the cool, sober atmosphere of early 20th century Florence has been preserved inside the shop. The aroma of truffles, the walnut shelves and Liberty-style green marble counter, peculiar characteristics of the old delicatessen, are still present nowadays. From the other side, the need for modernization took form in an updated gastronomic offer thanks to the introduction of new lines of products and of an express cuisine. For instance, products such as balsamic vinegar, extra virgin olive oil, pâtés, Tuscan game sauces and a selection of jams are now available in the shop. Plus, a short seasonal menu changing twice a year according to the autumn/winter and spring/summer period has been introduced.

Figure 2.6. Procacci old shop front before the renovation by Antinori

Among the format innovations, it is also required to mention the adoption of the entire selection of Antinori wines, which was made available also by the glass, without necessity for the customers to buy a whole bottle.

This turned the business into a wine-bar/*bistro*, which sells at the same time gourmet products as a deli shop. In fact, customers can enter Procacci both for buying and for consuming a meal or an aperitif directly there. The space inside the shop is not very wide, in fact, only four tables are available for the diners to eat inside. This is the reason why one of the success keys of this format is to sell mainly snacks, fast meals and take away specialties like *panini*. This allows them to have a great daily turnover that, according to Il sole 24 ore[16], is worth almost a million in revenue each year.

Figure 2.7. The inside of the shop as it appears nowadays

2.2.2 Expansion

The success that the shop had after the new management convinced the Antinori family to further invest in the Procacci project. In fact, two more shops have been opened, one in Vienna and one in Milan. The new openings allowed the winery to continue the Procacci tradition of selling Tuscan specialties in other parts of the world and, most of all, constituted a useful marketing tool to promote their wine selection.

Vienna

Located in *Göttweihergasse*, in a neoclassical building in the heart of the city, the shop in Vienna was the second to be opened after the historical Procacci of *Via de' Tornabuoni* in Florence. It was inaugurated in 2006 and it was characterized by a slightly different

[16]Source: https://www.ilsole24ore.com/art/food/2016-10-28/antinori-porta-milano-tartufo-procacci-130139.shtml?uuid=AD0I1BlB&refresh_ce=1

format, much closer to a restaurant than to a deli shop. In fact, the space available was considerably wider, allowing 80 seats to fit inside and 50 outside. The available rooms included also a refectory, which was available only for private events with seating for up to 50 people. Moreover, compared to the gastronomic offer of the shop in Florence, the menu in Vienna included a wider selection of dishes, ranging from the starters to first, second and side dishes. However, as the traditional format, the wine-bar concept, the seasonal menu variations and the possibility to buy gourmet products remained part of the offer. The restaurant has been closed the 1st of January 2019, as Antinori decided to move it to a new location, still in the center of Vienna. The reason of this choice is mainly linked to a new format change. The aim is to find a smaller place in the heart of Vienna where to replicate the original Florentine model, with a high *walk-in*, a short customer permanence in the shop and a high rotation.

Milan

The 17th September of 2012 the third gastronomy have been opened in Corso Garibaldi 79, in the center of Milan.

Despite having bigger spaces compared to the ones available in Florence, this time Antinori didn't want to excessively change the original soul of Procacci. So, the winery didn't establish a proper restaurant, but a high-level wine-bar and *bistro*, with a small kitchen. 50 seats are available inside and other 20 in a small outdoor area in front of the shop. Here the offer has been split into different menus, one destined to the lunch time and another one for dinner hours. The first consists in the possibility to choose among a fixed short selection of gourmet snacks or hot dishes. In alternative, a quick lunch formula is available, which includes a hot dish that changes day by day. During dinner hours there are still two possibilities. The first is to have an "*aperitivo*" with a glass of wine accompanied by an assortment of Procacci specialties. The second option is to eat a proper meal choosing "*a la carte*". During the whole day, Procacci iconic sandwiches and Antinori wines by the glass are available for a quick snack.

3. Methodology

As it has been already stated in the introduction, the main aims of this study are all linked to the Procacci format. As a matter of fact, the research was primarily focused on the following points:

1. Assessing the level of customer satisfaction for the purchasing/eating experience at Procacci.
2. Understanding the level of effectiveness of Procacci format in increasing the awareness of its customers for the Antinori wine brand.
3. Determining Procacci success key factors and elements of attractiveness, as they are perceived by its customers.

To do that, a questionnaire has been formulated and submitted to Procacci customers coming out of the shop, right after their meal or their purchases. As it has been already pointed out, the food service industry is closely concerned with food choice and quality but, at the same time, it has long been considered to offer a rich meal experience to which many other factors contribute (Johns and Pine, 2002). All together, these factors concur to the success of each restaurant and to its level of attractiveness for customers. To better understand what these elements under assessment are, some researches on previous literature have been made. According to Johns and Pine (2002), for example, consumers are believed to view a service such as a restaurant meal in terms of a set of attributes that make it desirable, assigning different levels of importance to each attribute. This evaluation produces an attitude towards a restaurant, which may be one of two types: a pre-experience attitude - described as expectation - or a post-experience performance assessment. It has been decided to focus on the second aspect, asking to Procacci customers their evaluation of the meal or of the purchase experience they had lived. This because, according to the expectancy disconfirmation theory, the measurement of the actual restaurant performance, as it was perceived by the diners, can give us useful insight on their attitude toward the whole restaurant itself. In turn, a favorable overall attitude to a restaurant is believed to result in repeat business, hence in a competitive advantage.

Many food service researches have tried to explore the attributes that consumers use, consciously or unconsciously, to evaluate a meal experience at a restaurant. The variables that are considered in most of the studies are the choice and quality of food and drink, the price or value, service, atmosphere and location (Auty, 1992; Gregoire, 1995; Ryu and Han, 2010). Therefore, the instrument used for this research has been mainly structured to assess Procacci customers evaluation of those parameters.

3.1 Research instrument: the questionnaire

The questionnaire has been structured in 3 main sections. The first one has been designed to find out the key factors and the elements of attractiveness of Procacci, according to its customers. To do that, after having reviewed literature, it has been decided to use a 7-point Likert scale, as done by many other researchers (Upadhyay et al., 2009; Wu and Liang, 2009; Ryu and Han, 2010, Ha and Jang, 2013). The alternatives that respondents could use to answer to the pre-formulated statements ranged from 1 (strongly disagree) to 7 (strongly agree). The attributes used to evaluate consumers' preferences and drivers were inspired to previous publications on the same field by the authors cited above. As reported in *table 3.1*, the attributes assessed have been grouped in 5 themes: ambiance, staff, offer, price and dining experience. Each theme was measured via one or more items. Procacci offer was evaluated using 3 items, two of them related to the quality and the taste of the food provided. The other was linked to the quality of Antinori wine selection. Value was measured using one single item, based on the ratio between quality and perceived price.

To estimate the different aspects of the Procacci experience for its customers, we used Pine and Gilmore (1999) theory that equals the selling of an experience to the staging of a theatrical performance (*paragraph 1.2.2.1*). In this way the stage of the theater is represented by the design and the ambiance of the shop, evaluated with a single item. The actors, playing the role of the restaurant staff, were judged on two items (professionality and politeness). Finally, to measure the perceived quality of the final performance staged by the restaurant, we used the four-realm model by Pine and Gilmore, described in *paragraph 2.1.3*. Therefore, the items used in this case correspond to the four realms, in order to assess the enjoinment, educational, escapist and esthetic value of the experience.

Each item has been formulated in such a way that people were able to express beliefs, assessments, feelings, emotional dispositions or behavioral intentions, not facts.

THEME	ITEMS (7-point Likert scale)	RESEARCH OBJECTIVE
Ambiance and design (STAGE)	- The appearance and the design of the shop are appealing	Understanding consumers' evaluation of the environment
Staff (ACTORS)	- The staff provide a professional service - The staff is polite and friendly	Assessing customers' perception of the working personnel
Offer	- The food provided is of high quality - The food provided is tasty	Evaluating customer satisfaction with taste and quality of the food served
	- The wine selection is of high quality	Evaluating customer satisfaction with the quality of the wine list
Value	- Given the quality of the offer, the prices are reasonable	Assessing consumer evaluation of quality/price ratio
Dining experience (PERFORMANCE)	- The atmosphere of the shop is wonderful	Assessing aesthetic aspect of the experience
	- Eating here was enjoyable	Assessing enjoinment aspect of the experience
	- Eating here took my mind of my daily tasks	Assessing escapist aspect of the experience
	- Eating here allowed me to know new products, food preparations or wines	Assessing educational aspect of the experience

Table 3.1: Summary scheme of the questionnaire structure: section 1

The second section of the questionnaire (*table 3.2*) is meant to evaluate, via multiple choice questions, three different themes. The first of them is aimed at identifying Procacci elements of competitiveness related to its oeno-gastronomic offer. For this task the customers were asked to identify one or two of their favorite aspects of the shop. The alternatives among which they were able to choose were: Tuscan gastronomic offer, wine selection, sandwich selection and gourmet products. If they were not able to find the answer they had in mind, respondents were allowed to give a free and open alternative.

THEME	**QUESTIONS (multiple choice, yes/no)**	**RESEARCH OBJECTIVE**
Strengths	- What do you like most about Procacci? (max 2 answers) • Tuscan gastronomic offer • Gourmet products • The «*panini*» selection • The wine selection • Other ___	Identification of Procacci competitive advantages
Antinori brand awareness	- Do you know Antinori wines? - Did you get to know them thanks to Procacci?	Understanding the role of Procacci in promoting Antinori wine brand
Advice	- Would you recommend Procacci to your friends and family?	Assessing customers' behavioral intention to advice Procacci

Table 3.2: Summary scheme of the questionnaire structure: section 2

Then, to understand the role of Procacci in promoting Antinori wines, first, the level of the winery brand awareness for the customers coming out from the restaurant has been measured. Then, in order to understand how many people, among the interviewed ones, got to know Antinori trough visiting Procacci. The last question had the objective of assessing customers behavioral intention to advice Procacci to their friends and relatives. In this way, if their answer is positive, it was possible to automatically assume that they had been themselves satisfied of the overall experience.

PROFILE OF THE RESPONDENTS	QUESTIONS (multiple choice)	RESEARCH OBJECTIVE
Demographics	- Gender: (Male, Female) - Age: 4 clusters • <25 • 25-40 • 40-60 • >60 - Occupation: • Entrepreneur • Manager • Employee • Student • Homemaker • Retired • Unemployed	Demographic profile of respondents
Geographic	- Provenance: • Tuscany/Lombardy • Italy • EU country • Non-EU country	Geographic segmentation of the sample
Behavioral	- How often do you visit Procacci? • It's the first time • At least once a week • At least once a month • At least once a year	Behavioral segmentation of respondents
	- Occasion of the visit to Procacci: • Business • Pleasure	
	- Reason for the visit to Procacci: • Meal • Products purchase • Both • Other ___	

Table 3.3: Summary scheme of the questionnaire structure: section 3

The third section of the questionnaire is dedicated to customer segmentation. A scheme of its structure is provided in *table 3.3*. In this part the main focus was set on demographic, geographic and behavioral variables. This is primarily because, once the segments are formed, it will be possible to see whether different characteristics are associated with each consumer-response segment (Kotler, 2000). This set of segmentation questions have been placed on purpose at the end of the questionnaire, as they are the less demanding in terms of respondents' attention.

As it was impossible to forecast the characteristics of our sample, the whole set of questions has been intentionally formulated avoiding scientific and technical terms and the sentences have been structured in a simple and concise way. Moreover, given the central location of the two target restaurants, it is important to remember that all the questions have been written both in Italian and in English. Therefore, it has been possible to interview both local customers and international tourists.

3.2 Data collection

For the purpose of this survey, the data have been collected only in the shops and restaurants of Florence in *Via de' Tornabuoni* and in Milan, in *Corso Garibaldi*. Indeed, during the period of the research, as it has been already pointed out, Procacci Vienna was closed due to a location change within the Austrian city.

To ease the process of data collection, the survey was created through the Google Forms platform. This allowed to collect and save the participants answers directly in a digital form.

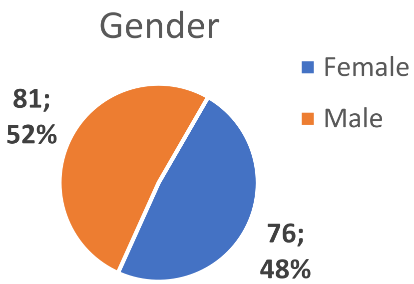
According to the company's requests, the survey was presented as a university research and it has been administered by me in first person. Although, as already explained, the research instrument has been structured as a close ended questionnaire, it was conducted in the form of a face to face direct interview. Every customer coming out of Procacci was kindly asked to participate by answering to the questions described in *paragraph 3.1*. The answers have been registered by filling in the online form for each interviewed customer. The mean through which the data have been collected was a tablet connected to the internet. During the short interview, participants were provided with a printed version of the survey, on which they were able to read the questions themselves, while I was asking them. Through this method, respondents were able to see the Likert scale at the time of the response. This method allowed them to have the visual perception of the score that they were assigning to each item.

To reach a consistent number of respondents so that it would have been possible to reason on a large sample, it has been decided to collect the data during weekends. Specifically, the chosen period for the survey administration corresponded to the two weekends between the end of April and the beginning of May 2019.

3.3 Sample composition

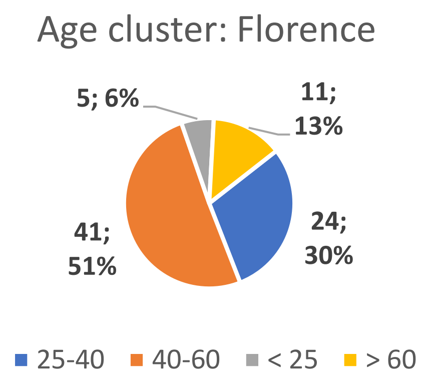
In this part of the discussion, the collected data will be analyzed individually, though a univariate analysis. The reader will be able to understand the main features of the sample trough some pie charts reporting the frequency distribution of the answers.

The overall number of interviewed people accounts for 157. Precisely, 81 responses have been collected in Florence, while 76 in Milan. The first qualitative dichotomic variable to analyze is gender. The overall sample could be described as representative because it is almost equally composed by males (51,6%) and females (48,4%) (*graph 3.1*).

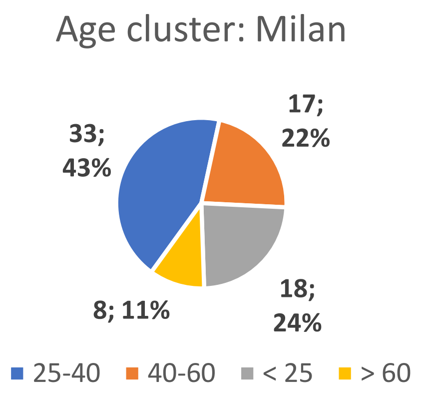


Graph 3.1: Observed frequencies of the GENDER variable

The second variable to look at is related to the age of respondents. It is an ordinal qualitative variable, since a natural ordering is possible within its modalities: less than 25 years, between 25 and 40 years, between 40 and 60 years, more than 60 years. The results in *graphs 3.2* and *3.3* show, separately, the age cluster distribution of the respondents in Florence and Milan.



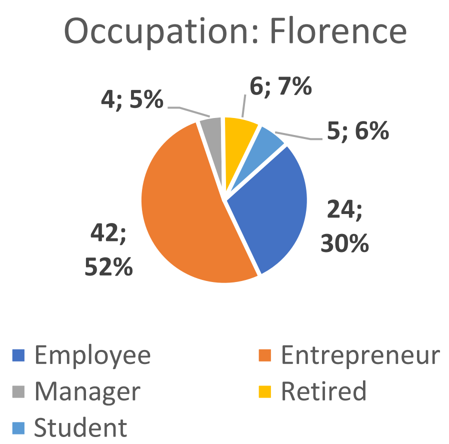
Graph 3.2: *AGE CLUSTER frequency distribution in Florence*



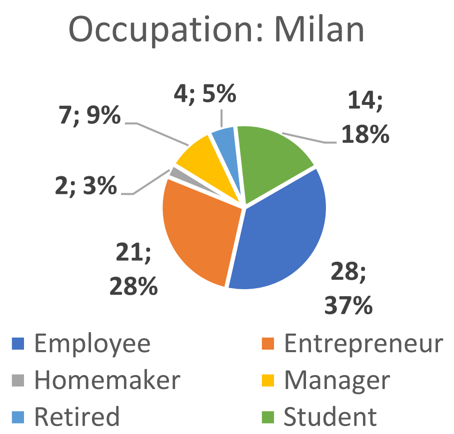
Graph 3.3: AGE CLUSTER frequency distribution in Milan

As reported in the two graphs, customers of the historical shop in Florence are on average older (40-60 years old, 51%) than the clients of the newer Procacci in Milan (25-40 years old, 43%).

The third and last qualitative variable useful for demographic segmentation of our sample is related to the respondents' occupation (*graphs 3.4* and *3.5*).



Graph 3.4: Observed frequencies of the OCCUPATION variable in Florence



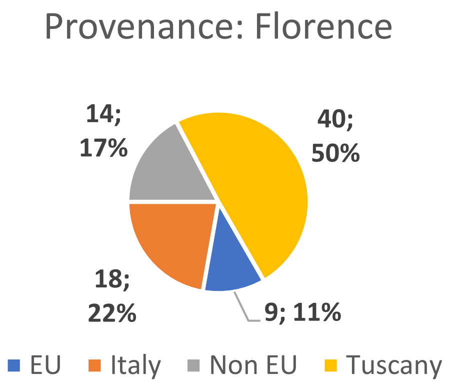
Graph 3.5: Observed frequencies of the OCCUPATION variable in Milan

In Florence, almost 52% of Procacci customers are entrepreneurs or self-employed. Then the second most frequent occupation is employee.

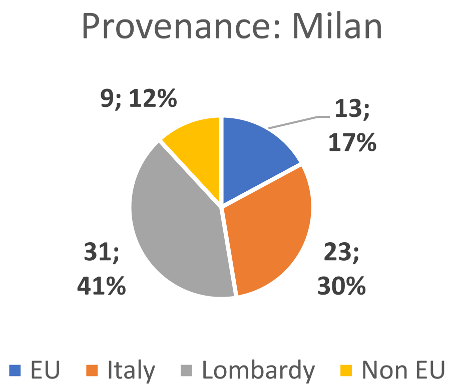
In Milan the situation is more equally distributed. In fact, there is a higher share of employees (almost 37%) and students (18,5%).

Even though the questionnaire didn't contain any questions related to personal incomes, reasoning on professions, it is plausible to assume that Florentine Procacci customers might have a higher budget availability than the ones in Milan, which are mainly employees and partly students.

A further qualitative variable, used for geographic segmentation, is the origin of respondents. The results (*graphs 3.6* and *3.7*) reflect the population of the regions where the surveys were conducted. However, the Florentine Procacci seem to have a larger local clientele (50%) compared to Milan (41%).



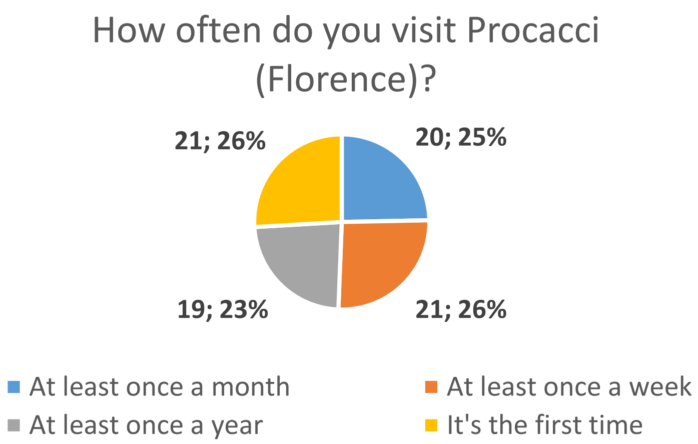
Graph 3.6: Observed frequencies of the PROVENANCE variable in Milan



Graph 3.7: Observed frequencies of the PROVENANCE variable in Florence

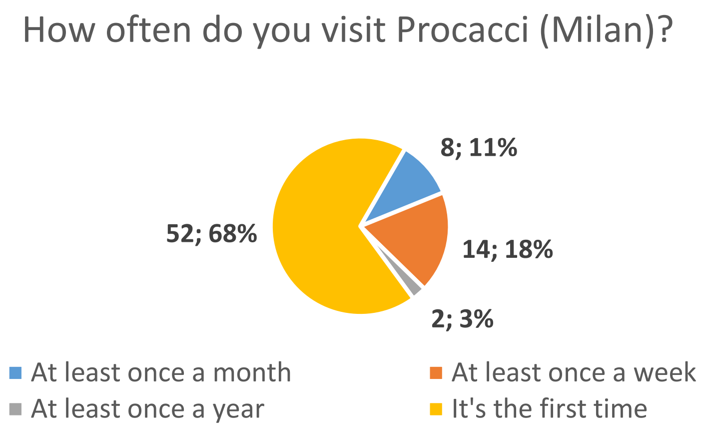
Being located in the center of Florence and Milan, both shops attract a significative share of foreign customers. Most likely they are tourists visiting the two cities in object. Indeed, almost 30% of people entering Procacci shops to eat, drink or purchase products come from European or non-European countries.

To segment people according to their purchasing behavior it is important to look at 3 additional variables. The first one gives us information on customer loyalty and it was obtained thanks to the question "*How often do you visit Procacci?*". Looking at *graph 3.8*, it is evident that the frequency with which people go to the deli-shop in Florence is quite high. In fact, almost 26% of respondents visit the shop at least once a week and 25% at least once a month.



Graph 3.8: Frequency distribution of the LOYALTY variable in Florence

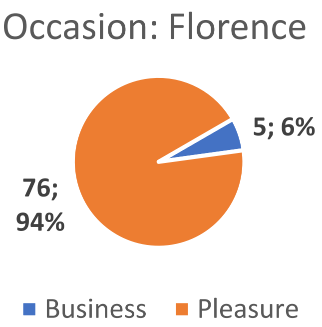
The situation is completely different when looking at the results for Procacci in Milan (*graph 3.9*). As a matter of fact, almost 70% of the interviewed people were new customers, while clients visiting the shop at least once a week are almost 18,5%.



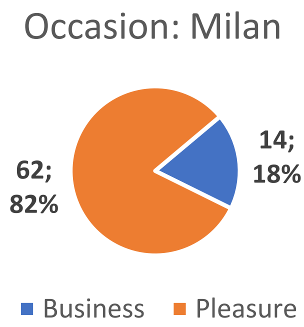
Graph 3.9: Frequency distribution of the LOYALTY variable in Milan

The second behavioral question was related to the occasion of the visit to the restaurant (*graphs 3.10* and *3.11*).

Thanks to this question it was possible to understand the amount of people that exploit Procacci for business meals, differentiating them from customers that go to eat out just for pleasure. Even in this case the outcomes differ according to the location.



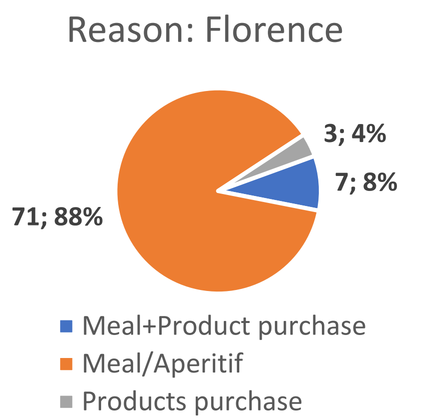
Graph 3.10: Frequency distribution of the OCCASION variable in Florence



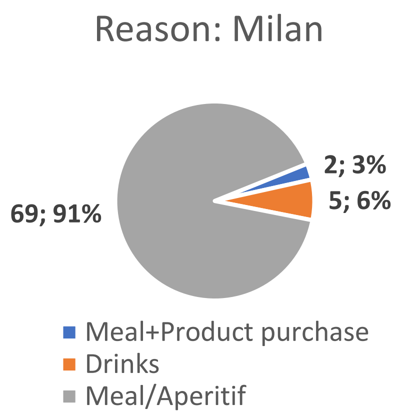
Graph 3.11: Frequency distribution of the OCCASION variable in Milan

As *graph 3.10* shows, the main occasion for visiting Procacci in Florence is to enjoy a meal or an aperitif with friends or family. In Milan, even though the leading response remain “pleasure”, there is a significant increase in people going to Procacci for a business lunch or dinner (18,5%).

The last behavioral question had the aim of understanding the reason that led customers to visit Procacci. Differences related to the location have been found even in this case. For both shops the main reason for which people visit Procacci is a meal or an aperitif. However, the Florentine deli is also frequented by customers interested in buying gourmet products such as caviar, wine, balsamic vinegar, etc. (*graph 3.12*).



Graph 3.12: Frequency distribution of the REASON variable in Florence



Graph 3.13: Frequency distribution of the REASON variable in Milan

From the other side, in Milan, beside going to Procacci to have a meal, more than 6% of the customers enjoy visiting the shop even just for some drinks (*graph 3.13*).

Trying to summarize the main differences found among the Florentine and the Milanese clientele, what needs to be said is that the first one tends to be older (40-60 years old), local and much more loyal to Procacci. Moreover, if the clientele in Florence tends to be wealthy and high-ranking, instead, the custom of Procacci Milano is younger (25-40) less regular and mainly composed by employees. Both activities host a consistent share of international tourists.

The Florentine historical Procacci kept its old characteristic of high-quality *gastronomia.* Indeed, there are still some customers that go there to purchase food or packaged products to take away. On the other side, the Milanese version of the format could be described as a modern *bistro*, where customers mainly go to have a quick meal during the lunch break or to enjoy an aperitif with colleagues after work.

Some of these variables will be very useful in the following steps of this thesis, after the data reduction through the factor analysis. This will allow to segment and study the analyzed sample according to the evaluation that respondents attributed to the main factors of analysis, such as the quality of food, the kindness and professionality of the staff and the experience level.

4. Data analysis

In this chapter, initially, the answers related to the first two sections of the questionnaire will be analyzed. These include the set of Likert-scale items, the questions aimed at determining Procacci's elements of attractiveness and at assessing the role of the shop in promoting Antinori wines. Afterwards, the results obtained from the data elaboration will be crossed with the variables related to the sample composition.

A brief introduction on the main features of the methodology used will be provided. All the following calculation, statistics and graphics have been performed with the open source software RStudio and with Microsoft Excel.

4.1 Customer satisfaction

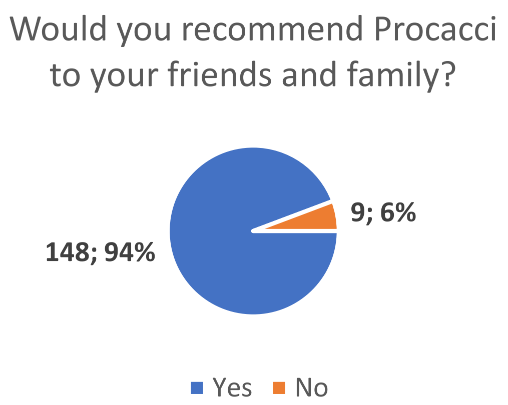
To summarize the answers that respondents gave on the 7-points Likert scale questions, their scores have been averaged and the standard deviation for each item has been calculated. Results are reported in *table 4.1*.

Theme	ITEMS (7-point Likert scale)	Mean	S.D.
Stage	The appearance and the design of the shop are appealing	6,10	0,856
Actors	The staff provide a professional service	6,20	0,895
	The staff is polite and friendly	6,35	0,883
Offer	The food provided is of high quality	6,01	1,038
	The food provided is tasty	6,01	0,947
	The wine selection is of high quality	5,45	1,278
Value	Given the quality of the offer, the prices are reasonable	5,55	1,201
Experience	The atmosphere of the shop is wonderful	5,87	1,044
	Eating here was enjoyable	6,28	0,953
	Eating here took my mind of my daily tasks	5,56	1,184
	Eating here allowed me to know new products, food preparations or wines	4,68	1,665

Table 4.1: Means and S.D. of Procacci customers evaluation of the 11 selected items. Evaluation scale: 7= completely agree; 6= agree; 5= partially agree: 4= neutral; 3= partially disagree; 2= disagree; 1= completely disagree.

As the scores show, none of the items has neither a negative nor a neat neutral mean value. The most appreciated elements are related to the staff politeness and professionality, together with the design and the atmosphere of the shop. All these items show a quite low standard deviation, meaning that they have been evaluated by respondents almost uniformly. In addition, it is worth to mention the food variables, as they both report a mean evaluation of 6,01. However, the statement related to food quality shows a higher degree of variability in the answers. On the other side, the items assessing the enjoinment, escapist and educational value of the experience reported the lowest values and the highest standard deviations.

Another confirmation of the high customer satisfaction level for both Procacci shops in Milan and Florence is given by the "advice" variable. As a matter of fact, as it is shown in the *graph 4.1*, 94% of the respondents states to be willing to advice Procacci to their friends and relatives.

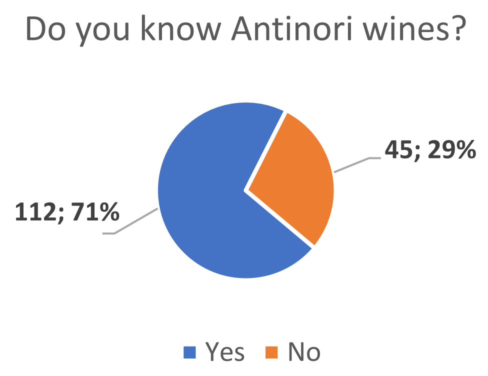


Graph 4.1: Behavioral intention to advice Procacci to friends and family

This positive answer related to customer behavioral intention to advice Procacci allow us to assume that respondents have been themselves satisfied of the overall meal or product purchase.

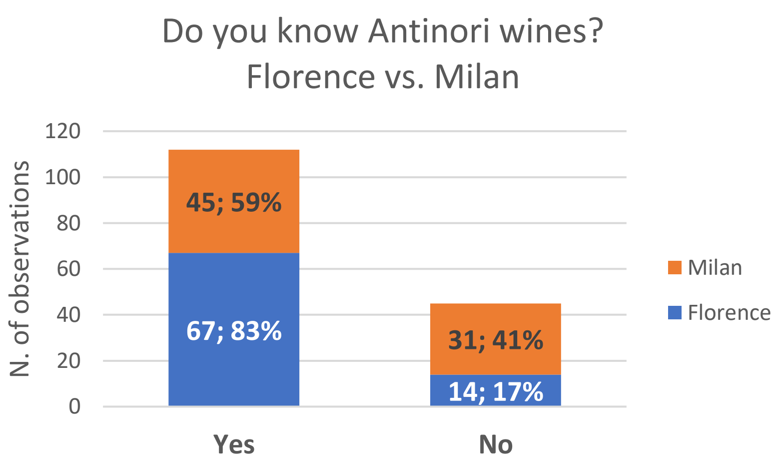
4.2 Brand awareness

The results related to the question aimed at determining the Antinori wine brand awareness for Procacci customers are summarized in *graph 4.2*.



Graph 4.2: Frequency distribution for the variable BRAND AWARENESS

As it is shown in the graph the awareness for the Antinori winery of the overall sample in quite strong (71%). However, to go deeper in the analysis, the aggregate data have been split to have more detailed information on how different elements contributed to this result. *Graph 4.3* shows the differences between the answers collected in the restaurant in Milan and in Florence.

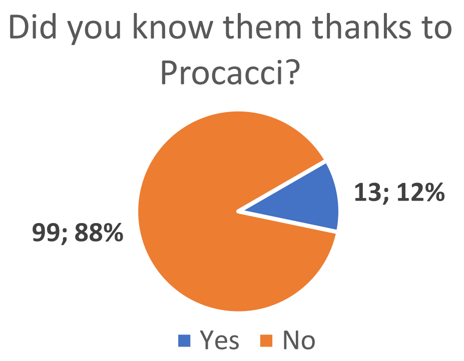


Graph 4.3: Frequency distribution for the variable BRAND AWARENESS in Florence and Milan

In this case it is important to notice that the majority of people knowing the Antinori brand are belonging to the Tuscan sample (67 people). Indeed, the brand awareness in Florence reaches more than 80%. This can be linked to the fact that Antinori is an historical and local family of wine producers, already well known in the region since the Renaissance.

Therefore, it is possible to assert that it is quite normal that people in Florence had at least the opportunity of getting to know their name and profession.

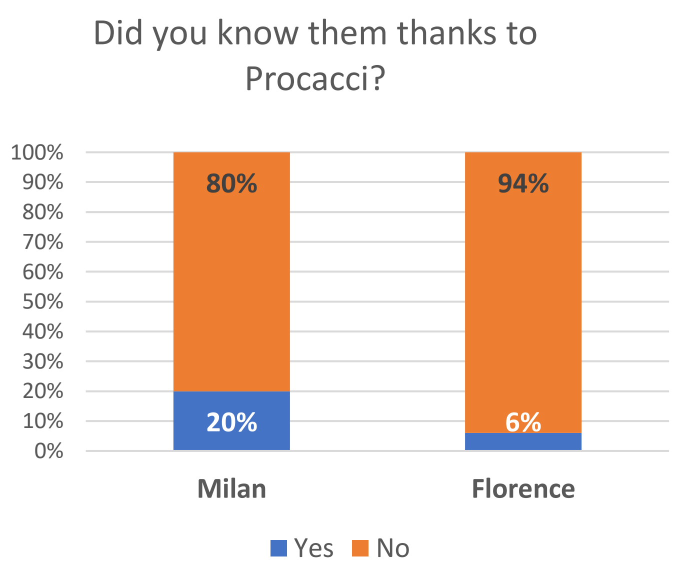
Among our research aims there was also the intention of understanding the role of Procacci in sponsoring Antinori wines. Looking at *graph 4.4,* which includes the answers of the Florentine and the Milanese samples together, it is evident that the shop has a marginal part in promoting the winery brand.



Graph 4.4: The role of Procacci in promoting Antinori wine brand

Indeed, of the 112 people already knowing Antinori at the time of the interview, only 13 (11,6%) got to know the brand thanks to Procacci. Going in depth, another aspect to highlight is related to age clusters. Actually, among the 13 people cited above, 7 (54,6%) are less than 25 years old and 2 (15,4%) are aged among 25 and 40. Hence, Procacci brand promotion in favor of Antinori wines in mostly affecting younger age classes.

Additional differences are found analyzing separately the data from Florence and Milan. Here *graph 4.5* illustrates that among the total number of people that declared to know Antinori wines (112), 20% of respondents knew them through visiting Procacci Milano, while only 6% by visiting Procacci in Florence. So, it is possible to state that the restaurant in Milan has a stronger role in the brand promotion compared to the shop in Florence.

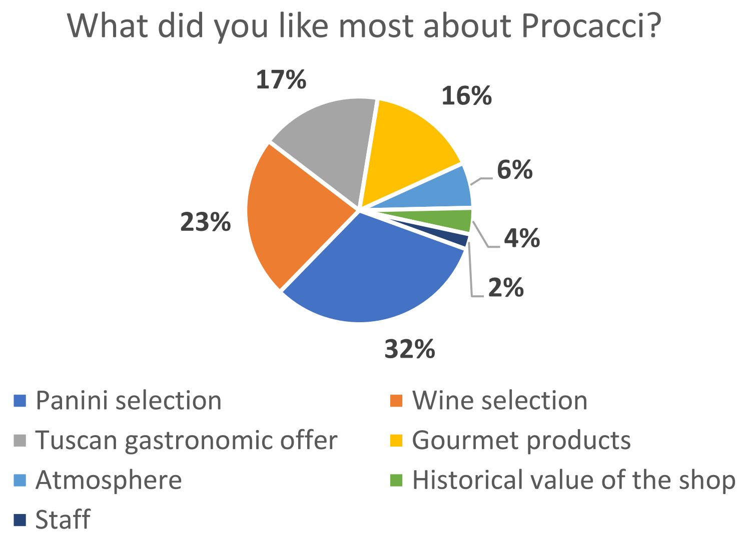


Graph 4.5: The role of Procacci in promoting Antinori wine brand. Milan vs Florence

This is mainly because the overall brand awareness in Florence is already very high and, probably, difficult to improve.

4.3 Elements of attractiveness and competitiveness

In the definition of the concept of "corporate mission", among the list of all the "*competitive scopes*" that a firm should set for itself, Kotler (2000) mentions the "*product and application scopes*", describing them as the range of products and applications that a company will supply on the market. If it is true that we already analyzed how Procacci offer is composed in terms of food and wine, it is also true that we couldn't predict what are the main elements of this offer that make it so competitive. Therefore, to assess this aspect, our respondents were asked to choose one or two of their favorite aspects of the shop. The data obtained thanks to this question, summarized in *graph 4.6,* helped us to spot two main factors: The *panini* selection (32%) and Antinori wine selection (23%).

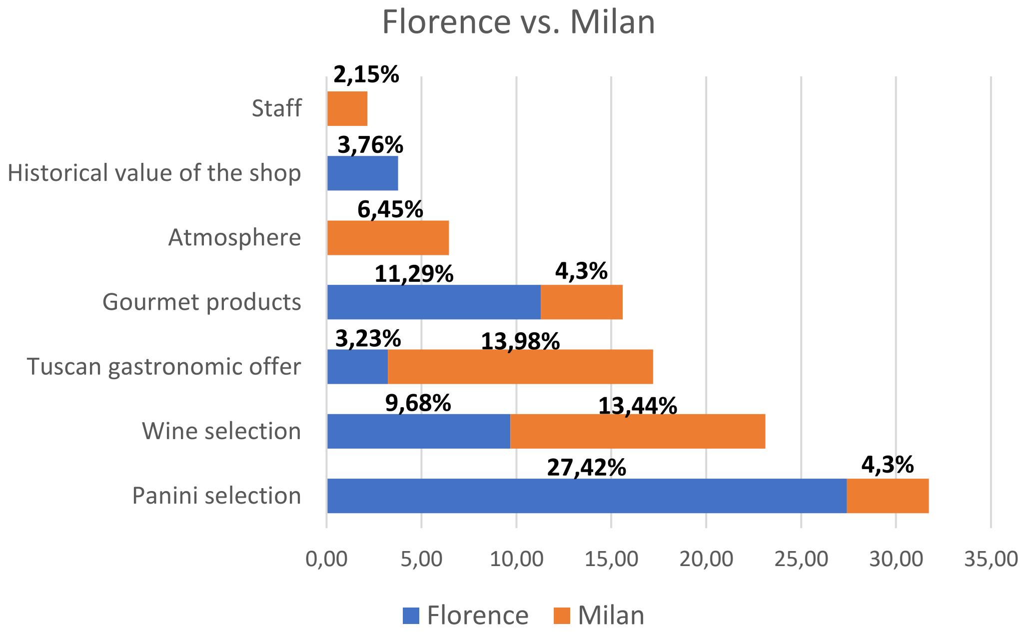


Graph 4.6: Total shares of customers' preferences for Procacci. 1 or 2 answers were allowed. Total n. of preferences: 186

These two results give us important positive feedbacks on the "new" management by Antinori. Indeed, the data show that the most appreciated aspects by customers are the *panini* selection, inherited and preserved from the historical shop. Diversely, the second aspect, which corresponds to the wine selection, constituted one of the novelties in the offer and, as we see from the numbers, it has been largely appreciated.

However, after having understood that the shop in Milan and the one in Florence are characterized by a slightly different format and are even frequented by a different clientele, also in this case, it has been decided to look at the answers collected in the two shops separately (*graph 4.7*).

Referring to Florence, it is worth noticing that the leading elements are the *panini* selection (27,42%) and gourmet products (11,29%). Both products are available to take away and allow a fast customer turnover. This outcome strengthens our previous considerations related to the successful preservation of the original *gastronomia* format in Florence.



Graph 4.7: Shares of customers' preferences for Procacci in Florence and Milan

Not surprisingly, the answer "historical value of the shop" (3,76%) has been collected exclusively in the Tuscan city, where the local population seems to have developed a sort of emotional attachment to Procacci.

On the other hand, in Milan, higher scores have been registered for the gastronomic offer (14%) and the wine selection (13,44%). In addition, the explicit preference towards the "atmosphere" variable (6,45%) has been observed only in this shop. It is possible to believe that all these last aspects are much easier to appreciate during a relaxed and slow meal in a restaurant rather than while purchasing products or doing a fast aperitif in a *gastronomia*. In conclusion, as it has been hypothesized before, the shop in Milan turned out to have a more restaurant/*bistro* soul compared to the original one in Florence.

4.3.1 Factor analysis

Given the high amount of data collected through the Likert-scale questions, it was necessary to summarize them. To do that without the risk of losing too many information, a factor analysis on the collected answers has been performed. This technique, used in statistics and psychometrics, is useful to simplify a consistent set of variables, grouping them in latent macro-categories, called "factors". By adopting this methodology, it is possible to assume that all the items' ratings can be condensed into few important dimensions. This reduction is possible because some attributes are related one to another.

Since no *a priori* specific hypothesis to test has been formulated, it has been decided to perform an exploratory factor analysis, instead of a confirmatory one. This allowed us to find out possible hidden relationships among the consistent number of the tested variables.

Exploratory factor analysis starts from the hypothesis of the existence of few hidden variables that influence and act on groups of measured variables. The existence of these underlying factors is proved if the cited groups of data are highly correlated together.

In order to obtain reliable outcomes from this type of analysis, the sample should be heterogeneous in terms of sex, age, economic, social and geographical characteristics of the respondents. Furthermore, the number of interviewed subjects must be greater than the measured variables. In particular, Gorsugh (1974) suggests interviewing at least 5 subjects per variable but no less than 100 subjects in total. The items assessed in our case were 11 and our overall sample, as previously reported, was composed by 157 respondents. Hence, those numbers allowed us to proceed in the analysis without any problem.

The factor analysis starting point is the correlation matrix among the 11 variables of our interest. The objective is to succeed in modelling the initial correlation matrix in order to obtain a new matrix (loading matrix) composed by fewer unobserved factors instead of the known 11 variables.

The statistical model expressed mathematically is:

$$\hat{\Sigma} = \hat{L}\hat{L}' + \hat{\psi}$$

Where: L = loading matrix; ψ = uniqueness

Loadings are coefficients expressing the correlation between the original measured variable and the factor. They can range from -1 to 1 depending on whether the correlation is positive or negative. While uniqueness represents the part of variance specific for each variable and not shared with others. It ranges from 0 to 1 and if it is high for a given variable, it means that it doesn't perfectly fit into the factors extracted. In words, the model states that if the loading matrix is multiplied by itself transposed and then added to the uniqueness, an estimate of the original correlation matrix is obtained. If our estimated correlation matrix is accurate, there should be little difference between it and our original observed correlation matrix.

The factor extraction has been performed by using the *Maximum-likelihood* factor analysis. This is a factor extraction method that produces parameter estimates that are most likely to have produced the observed correlation matrix. The procedure can be done only if the starting variables are characterized by a multivariate normal distribution.

Starting from our dataset the analysis has been performed by asking the software for the extraction of two and three factors. However, in both cases the tests of the hypothesis returned a low *p-value*. This led us to reject the two and three factor models and to consider adding more factors. Hence, after these trials, we reached the conclusion that our set of data allowed us to successfully extract four factors.

The scores have been calculated using Bartlett's approach. In this way, resulting factor coefficients have a mean of 0 and are highly correlated to their corresponding factor, but not with others. However, the estimated factor scores between different factors may still correlate. Moreover, to better interpret the results, a factor rotation has been applied. The rotation is made so that a single variable tends to correlate only with a factor and little or nothing with all the others. The type of rotation chosen is the "*varimax*", as it is recommended when dealing with more than one factor and if there isn't any specific restriction. This is an orthogonal rotation that acts on factor loadings making the lower ones converge towards zero and the higher ones towards one.

The outputs obtained have been reported in *table 4.2*. As we can see, the first two items heavily load on factor 1. As both variables are strictly related to food characteristics, the name assigned to this factor will be "*Food Quality*". The third and fourth variable result strictly correlated too, as they load together on factor 2. These are meant to evaluate

Procacci staff. Therefore, according to our introductive theoretical framework, the name assigned to this factor will be "*Actors*".

Loadings	**Factor 1**	**Factor 2**	**Factor 3**	**Factor 4**
The food provided is of high quality	0,78			
The food provided is tasty	0,91			
The staff provide a professional service		0,97		
The staff is polite and friendly		0,59		
The appearance and the design of the shop are appealing				0,49
The atmosphere of the shop is wonderful				0,72
Given the quality of the offer, the prices are reasonable	0,30		0,64	
Eating here was enjoyable			0,55	
The wine selection is of high quality			0,39	
Eating here took my mind of my daily tasks			0,36	0,31
Eating here allowed me to know new products, food preparations or wines			0,37	

Table 4.2: Variables' loadings. Four extracted factors, Bartlett scores, Varimax rotation.

Factor 3 contains the items used to assess the quality/price ratio, the quality of the wine selection and three out of four questions to determine the eating experience at Procacci. For this reason, the name attributed to this factor will be "*Performance Value*". Indeed, it seems to evaluate, even in monetary terms, the final success of the theatrical act.

Eventually, the last factor is composed by two items related to the design and the atmosphere of the shops. Therefore, it has been decided to assign to it the name "*Stage*", where usually the act takes place.

Detailed results of the analysis have been reported in *table 4.3*. Initial variables are reported with their corresponding mean values, factor loadings and levels of uniqueness. Furthermore, they have been already grouped under the name of the newly obtained factors.

Looking at the column of the SS loadings it is worth to notice that they are all above 1. These measures are obtained by summing the squared loadings of the single variables inside each factor and, in our case, they suggest that all the four factors are worth to be kept.

Factors	Means	Loadings	Uniqueness	SS loadings	Proportion var.	Cumulative var.
1) Food Quality				**1,64**	**0,15**	**0,15**
The food provided is of high quality	6,01	0,78	0,34			
The food provided is tasty	6,01	0,91	0,14			
2) Actors				**1,43**	**0,13**	**0,28**
The staff provide a professional service	6,20	0,97	0			
The staff is polite and friendly	6,35	0,59	0,55			
3) Performance Value				**1,30**	**0,12**	**0,40**
Given the quality of the offer, prices are reasonable	5,55	0,64	0,49			
Eating here was enjoyable	6,28	0,55	0,64			
The wine selection is of high quality	5,45	0,39	0,83			
Eating here allowed me to know new products, food preparations or wines	4,68	0,37	0,78			
Eating here took my mind off my daily tasks	5,56	0,36	0,74			
4) Stage				**1,01**	**0,9**	**0,49**
The atmosphere of the shop is wonderful	5,87	0,72	0,39			
The appearance and the design of the shop are appealing	6,10	0,49	0,70			

Table 4.3: Newly named factors with relative variables and corresponding means, loadings and uniqueness. The 4 factors model explains 49% of the total variance.

The proportion variance column reports the part of variance explained by each individual factor. The first component has maximum variance (15%). Successive components explain progressively smaller portions of it. While, by looking at the last number of the cumulative variance column (factor 4), it is possible to see that, together, our extracted factors are able to explain the 49% of the overall variance.

To test the model, the null hypothesis that has been set is that 4 factors are sufficient to explain our data variability. The measured *p-value* in our case was 0,647. Moreover, the calculated value of χ^2 goodness of fit is equal to 14,28 on 17 degrees of freedom. Therefore, since the confidence level has been set to 95% ($\alpha = 0{,}05$) and the corresponding critical chi-square results to be higher than the measured one ($\chi_c^2 = 27{,}587$) , the null hypothesis is considered accepted. This means that our model composed by four factors is able to explain the overall variability of our dataset.

As reported in *table 4.3*, the “wine selection”, the “escapist” and the “educational” items show high levels of uniqueness and low factor loadings. This suggests that these variables have only a partial relevance inside the “Performance Value” factor. Moreover, as reported in *table 4.2*, the variable related to wine, even though with a lower score, loads significantly also on factor 4, beside on factor 3.

On the other side, the items grouped in the “Food Quality” and “Actors” factors show particularly high loadings (>0,5) and a low level of uniqueness. This means that these variables are very effective in measuring the latent factors.

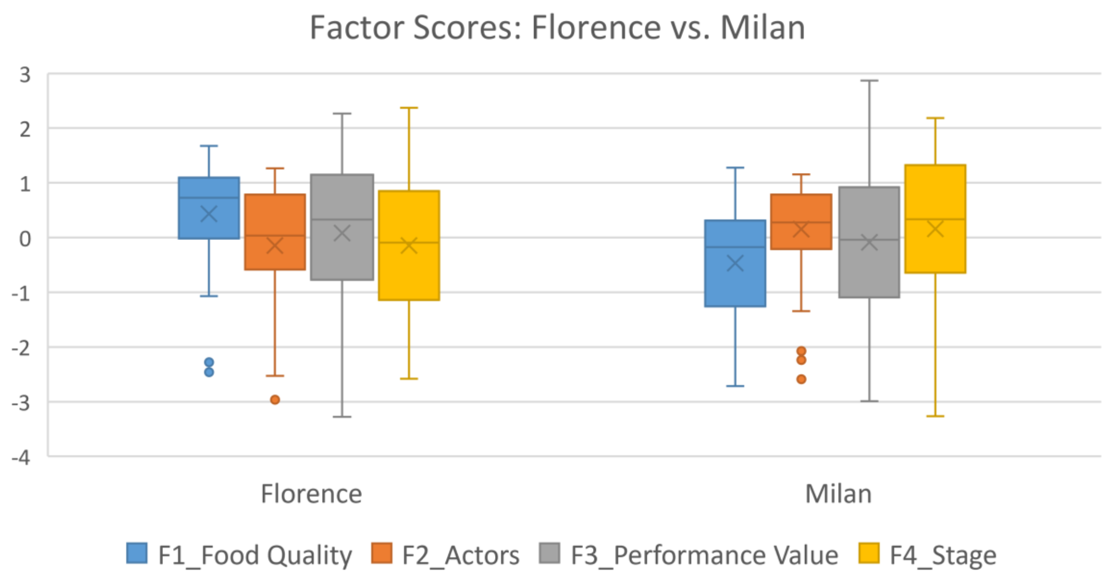
4.3.2 Attitudes towards factors

Now that the amount of data to examine have been reduced, passing from 11 variables to a four factors model, it is possible to analyze the responses in a simpler, yet accurate, way.

Indeed, using the scores computed through the factor analysis, we are able to assess the attitudes of our sample towards the obtained factors, considering that Bartlett scores are computed in such a way that their mean value is equal to zero. Therefore, positive mean values observed in a specific factor for a given group of respondents implies scores, and consequently evaluations, that are above the average and *vice versa*.

To represent the results in a more understandable way, it has been decided to use the boxplot graphs.

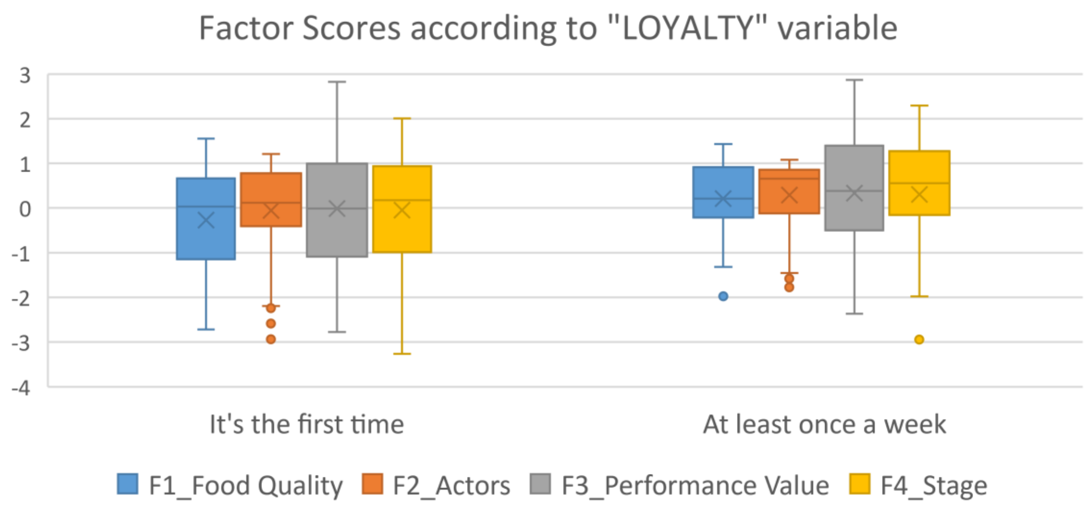
Given the differences in the previous results, the first aspect to look at is the comparison in scores between the answers collected in Florence and in Milan.



Graph 4.8: Comparison between factor scores observed in responses from Milan and Florence

What is important to highlight in *graph 4.8* is that the Florentine sample has a strong positive attitude towards the Food and the Performance factors. In particular, responses related to Food Quality tend to be very concentrated on scores above the average, with a low degree of variability. On the other side, the respondents of the restaurant in Milan seem to have appreciated much more the Stage and the Actors factors. In this case, responses related to Procacci staff are the most concentrated on medium-high scores.

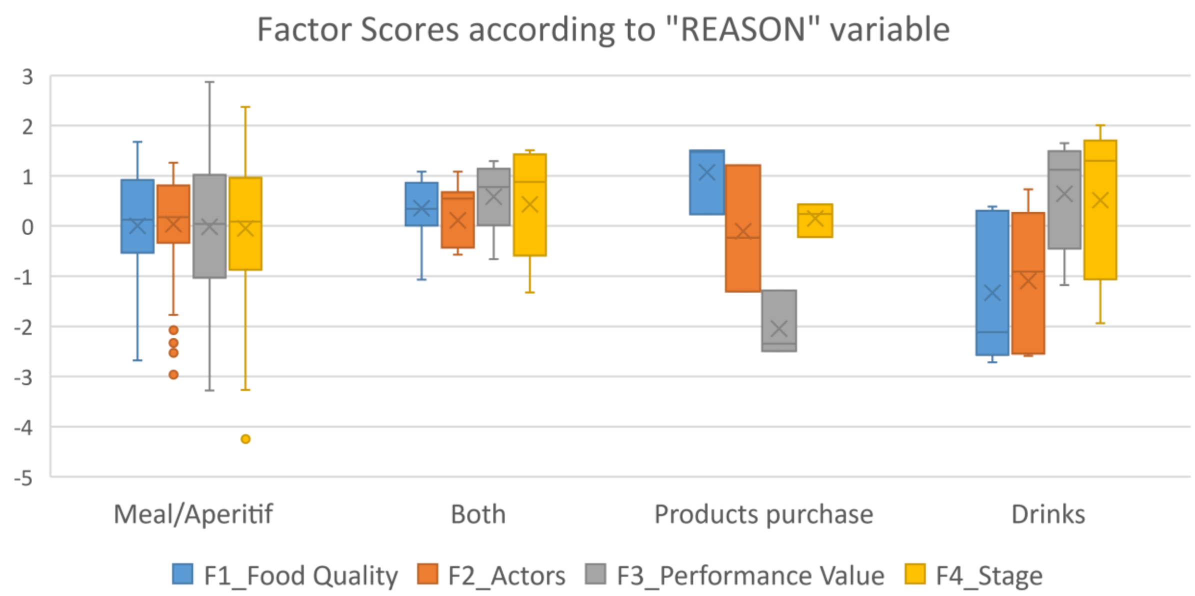
Another relevant aspect to assess is the difference in attitudes between new and regular customers. To do that, the scores of respondents that had never entered Procacci before the day of the survey have been compared with the answers of people that visit the restaurant at least once a week. What *graph 4.9* shows is that the scores of new customers for all the factors are around the average and in particular they are mostly negative towards the food factor. On the other hand, evaluations coming from the most loyal customers are over the average in all the 4 factors.



Graph 4.9: Comparison between factor scores of regular vs. new customers

Thinking about the sample composition in Florence and in Milan, this situation appears profitable and problematic at the same time. Indeed, in Florence the huge size of the regular clientele segment might be explained by the high customer satisfaction that can be deduced from the positive results on all the four factors. Diversely, in Milan, the lower scores, especially in the food factor, and the high share of new customers (68 % answers "*It's the first time*") seem to suggest some loyalty issues.

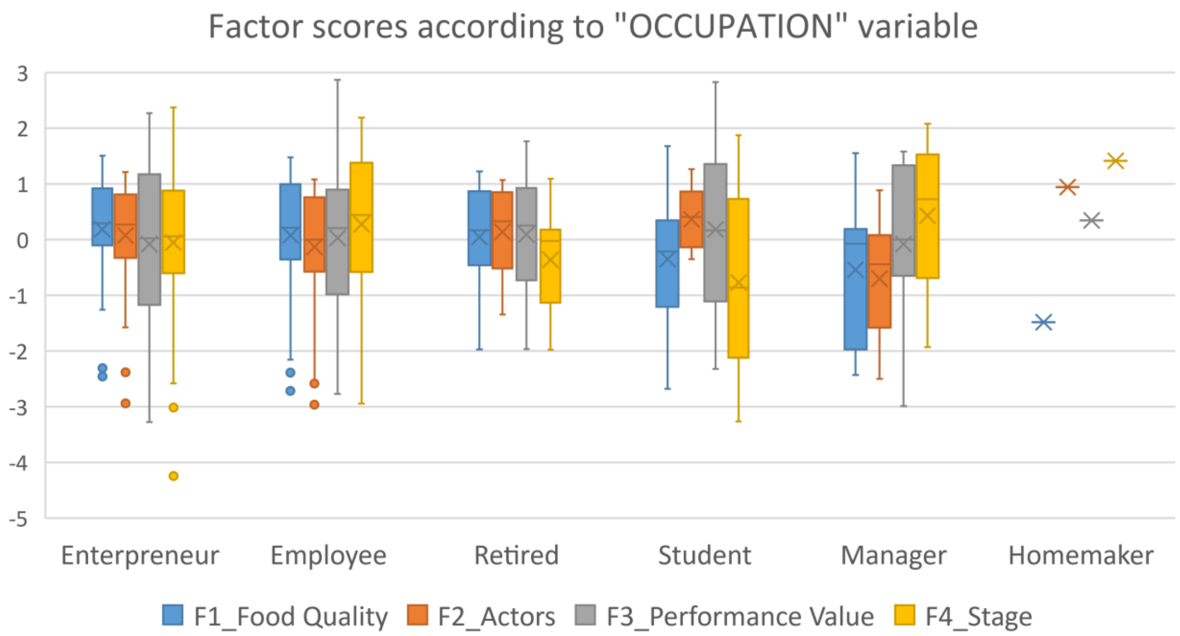
Another interesting aspect to take into account is how customers value their experience at Procacci according to the reason of their visit to the shop (*graph 4.10*).



Graph 4.10: Comparison between factor scores according to the reason of the customers' visit

In the case of people going to Procacci for a meal or a fast aperitif the scores for all factors are almost exceeding the average. However, given the high share of people visiting the shop for this reason, all boxplots report a high variability in the evaluations. On the other side, the fewer interviewed clients that went to Procacci just to buy some products show a high level of appreciation for the Food factor, a neutral opinion towards the Stage and a strong negative interest in the Performance of the shop. This is comprehensible when thinking that the only interest of these customers was linked to the purchase of some fast, high-quality, take-away food. The third group of people assessed is the one including customers that visited Procacci both for a meal and for a product purchase. These customers appear more consistent and generous in their answers. Indeed, the means for each of the 4 factors are higher than the ones of the first group and, in this case, the most appreciated factor is, on average, the Performance Value one. Lastly, looking at the customers that choose Procacci just to drink Antinori wines or cocktails, despite the high variability in the answers, the results are clear: food and Actors factors show a negative mean value. Perhaps this is because they were not appreciated or maybe just due to a lack of interest. On the other side, the Stage factor together with the Performance value one report scores highly above the average. This is not surprising if we think that among the items included in the Performance factor there is the variable related to the quality of the wine selection.

Additionally, factor scores distribution has been also assessed according to the "occupation" variable. Results are shown in *graph 4.11.*

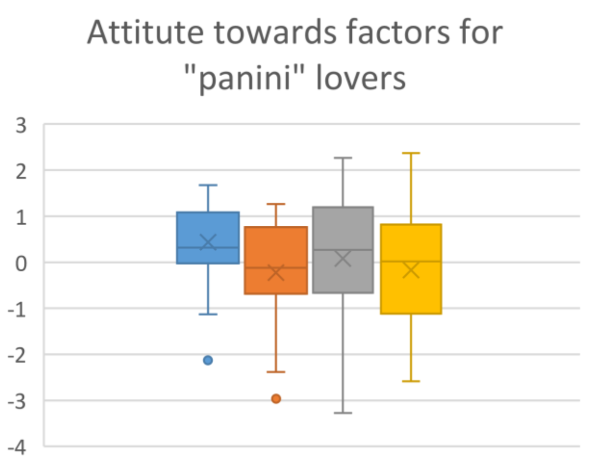


Graph 4.11: Factor scores distribution according to the OCCUPATION variable

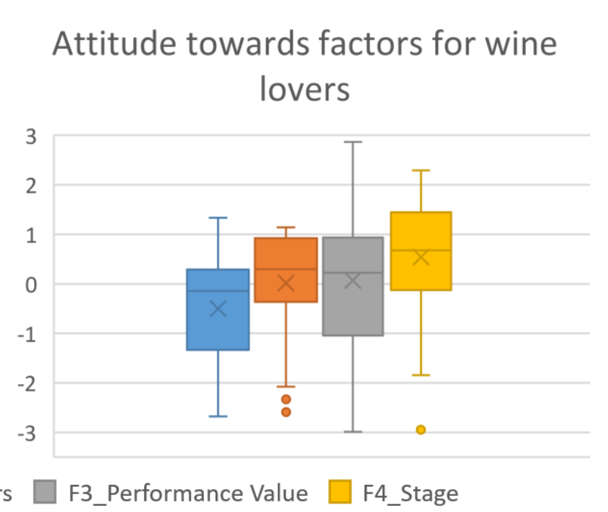
The small area covered by homemakers is explained by the extremely small size of their class (2 people). As shown by the graph, it is possible to notice that the Food quality factor scores progressively decrease when passing from the first to the last occupation reported. As a matter of fact, even though following a decreasing pattern, entrepreneurs, employees and retired people assign to the food factor scores that are above the average. On the other hand, students, managers and homemakers evaluated the same factor in a negative way. Diversely, if the Performance Value factor shows a high degree of variability in all the different occupations, the Actors factor remains almost constant and positively evaluated by all groups. Lastly, the Stage factor seems to be valued mostly by employees, entrepreneurs and homemakers, while students and retired didn't appreciate it at all.

A further aspect taken into consideration is the relationship between the obtained factors and Procacci's elements of competitiveness. This has been done by segmenting the factor scores according to people responses on their most appreciated features of Procacci. The ones that have been considered in our analysis are the *panini* selection (32%) and the wine selection (23%). Their distribution has been reported in *graphs 4.12* and *4.13.*

Comparing the two groups of respondents, the first thing we notice is their opposite attitude towards the Food quality and the Stage factor. Indeed, the "*panini* lovers" gave high evaluations to the items related to food, while the "wine lovers" group shows, on the same factor, scores that are consistently lower than the average. Diversely, as already seen above when discussing about the "reason" variable, drinkers particularly enjoy the Stage where wine is served and consumed.

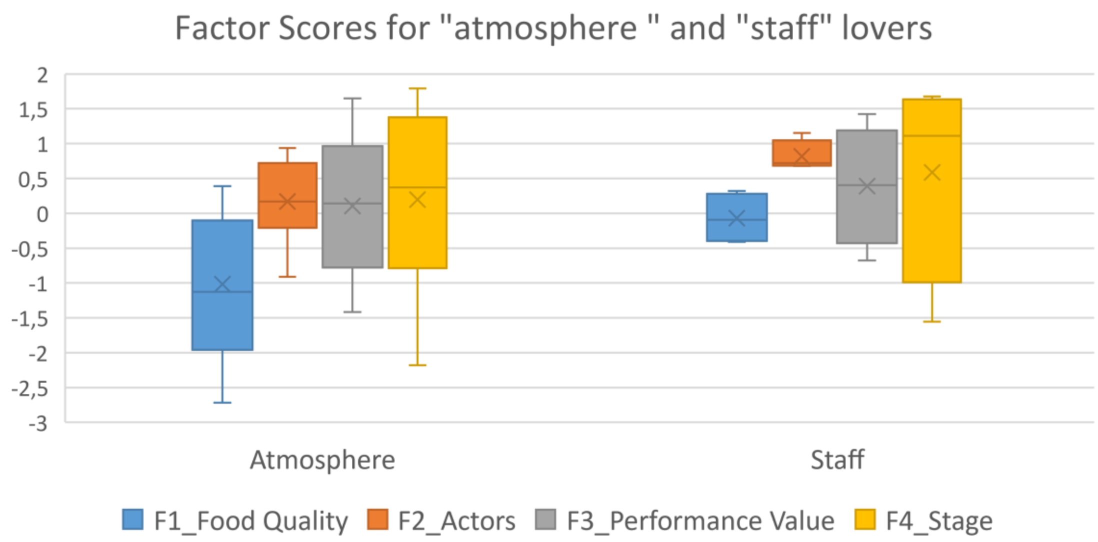


Graph 4.12: Factor scores distribution for the respondents whose favorite aspect of Procacci is "the panini selection"



Graph 4.13: Factor scores distribution for the respondents whose favorite aspect of Procacci is "the wine selection"

To conclude we also checked the factor scores distribution for the respondents whose favorite aspects of Procacci were “the atmosphere” and “the staff”. The results are reported in *graph 4.14.*



Graph 4.14: Factor scores distribution for the respondents whose favorite aspect of Procacci is “atmosphere” and “staff”

The high scores registered in the Stage factor for the “atmosphere lovers” and in the Actors factor for the “staff lovers”, together with the previous results on the Food quality factor for the “*panini* lovers”’ group, allowed us to test the factors extracted. Indeed, the high evaluations that these groups gave to their corresponding factor of interest confirm the adequacy of the factors themselves in describing and summarizing the starting 11 variables.

4.4 Results

To summarize the work that has been done, the scheme in *figure 4.1* has been created. The boxes in white on the left represent the original sections of the survey (Staff, Offer, Dining experience, Value and Ambiance). Each of them included one or more tested items, which have been formulated on the basis of the reviewed literature.

The four boxes on the right correspond to the extracted factors. In brackets it has been reported the shop in which they registered the highest scores.

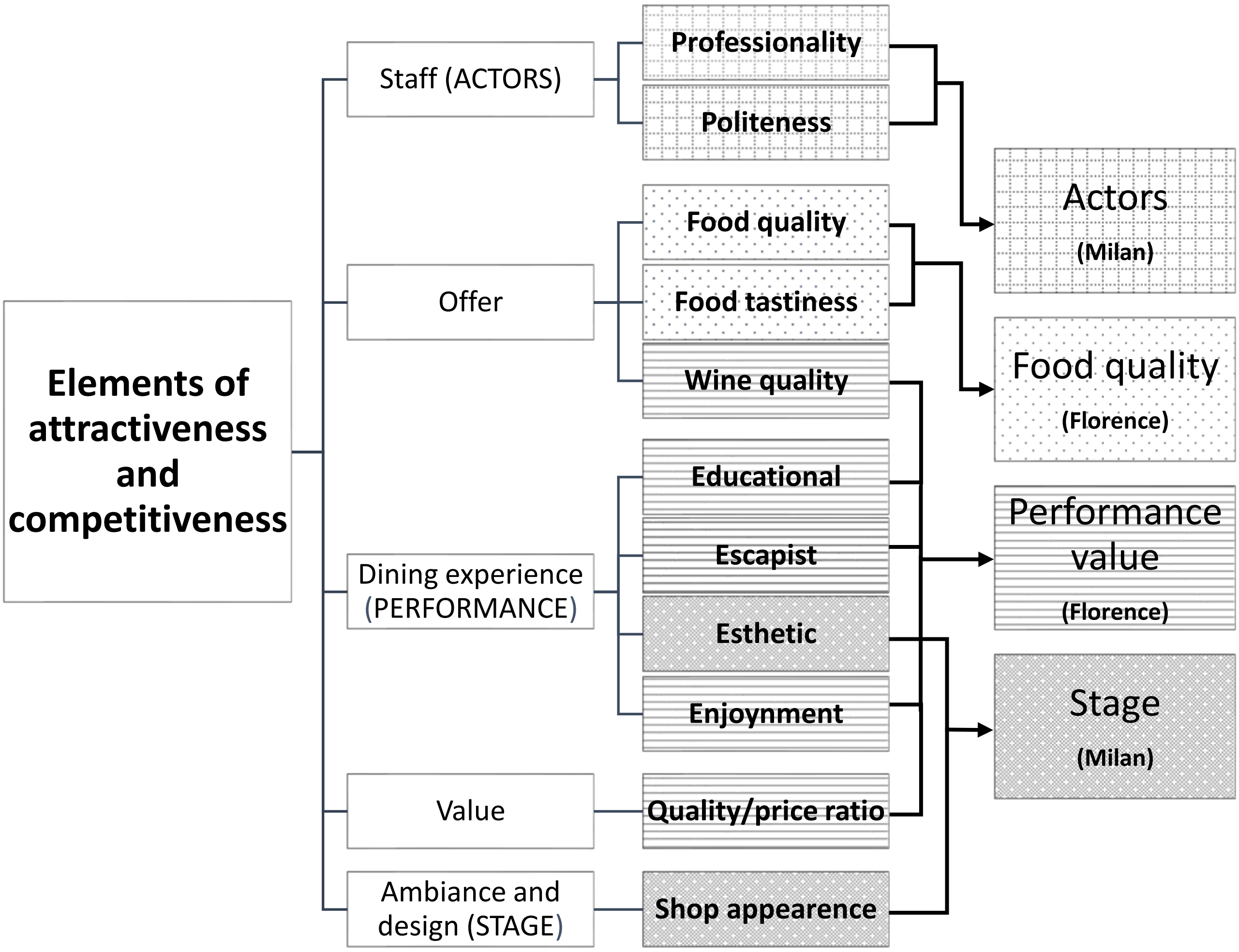


Figure 4.1: Scheme of the initial structure of the survey and its evolution after the exploratory factor analysis

Therefore, this research allowed us to test the theoretical structure of the developed questionnaire and gave us interesting suggestions in order to build up a future "experience survey" to address to the customers of this peculiar types of high-quality food shops.

In particular, considering the collected results, a Likert-scales section might be included successfully. This part of the survey should be organized in four sections, corresponding to the observed factors: Food quality, Actors, Stage and Performance value. Each section should be containing from two to four items. However, given their low saturations and high uniqueness level, the questions related to the escapist and educational aspect of the dining experience result having a negligible impact and may be removed.

Moreover, it is important to remember to adjust the focus of the research according to the different shop/restaurant format that is under assessment (*figure 4.2*).

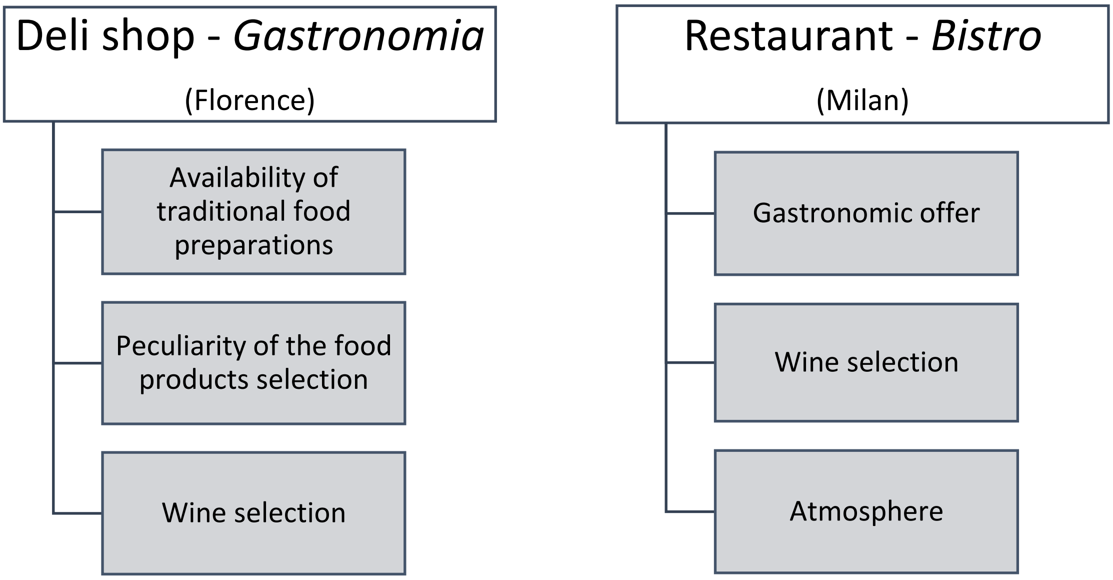


Figure 4.2: Tested most relevant and appreciated aspect according to different formats.

As the outcomes suggest in fact, restaurants tend to be evaluated and eventually appreciated for the gastronomic offer, the wine selection and their atmosphere. Small shops like Italian *gastronomie* and wine bars instead, are judged much more for the type and quality of their product selection (i.e. *panini* and gourmet products) and for their wine selection.

The aim of defining the elements that make Procacci gastronomic offer competitive and attractive for its clients has been complicated by the differences observed between the shops in Florence and Milan.

As a matter of fact, as it has been already ascertained, the different souls of the two shops determine a different segment of clientele frequenting them. In Florence, despite the high share of foreign customers (almost 30%), the visitors are mostly local (50%) and loyal to Procacci. They are mainly attracted by the traditional *panini* selection, paired with a glass of wine as an aperitif. A good share of people is also attracted by the choice of gourmet products (11,3%) and tends to buy take away food (12%). Here, the factors that registered scores above the average are the Food Quality one and the one related to the Value attributed to the wine-bar final Performance.

On the other hand, Milanese customers are less habitual and more heterogeneous in terms of provenance: 30% are Italian and 29% are international. They visit Procacci almost exclusively for a quick lunch or an aperitif in the evening (91%). The elements they find most attractive of the *bistro* are the gastronomic offer and the wine selection. The most appreciated factors, according to the scores, were the Actors and Stage the in which their experience took place.

Considering the whole sample, the factors have found to be positively evaluated by specific classes. *Table 4.4* has been created to summarize the results.

Actors scores range From -2,96 To +1,26	Students (+0,36)
	Gastronomic offer lovers (+0,34)
	Loyal customers (+0,29)
	Retired people(+0,14)
	Milan shop (+0,15)
	Meal+Product purchase (+0,11)
Food quality scores range From -2,71 To +1,67	Product purchase (+1,07)
	Florence shop (+0,44)
	Panini lovers (+0,43)
	Loyal customers (+0,21)
	Enterpreneurs (+0,18)
	Employees (+0,07)
Performance value scores range From -4,24 To +2,37	Drinks lovers (+0,64)
	Meal+Product purchase (+0,58)
	Staff lovers (+0,39)
	Loyal customers (+0,33)
	Students (+0,18)
	Gourmet products lovers (+0,17)
Stage scores range From -3,27 To +2,86	Wine lovers (+0,54)
	Drinks lovers (+0,51)
	Managers (+0,43)
	Meal+Product purchase +0,43)
	Loyal customers (+0,30)
	Milan shop (+0,16)

Figure 4.3: Variables that registered the average highest score on the 4 extracted factors.

Here are reported the groups of customers that attributed the average highest score on the four extracted factors. The table summarizes the results of *paragraph 4.3.5*, related to the attitudes that our sample has towards the latent variables. Groups have been created using the segmentation variables discussed earlier. The numbers in brackets are the mean scores that each group of respondents totalized for each factor.

Finally, the last research aim was to understand the winery brand awareness level for Procacci customers and eventually, the role that the shop has in promoting the wines produced by the Antinori family.

As shown in *paragraph 4.2*, the share of Procacci customers that are aware of the winery brand and products is consistent (71%). Data showed that this result is mainly due to the shop in Florence, where almost 83% of respondents already knew Antinori before the interview. On the other hand, in Milan the awareness drops to 59%.

However, it is important to remember that, despite the lower share of people knowing the brand Antinori in Milan, the *bistro* in Lombardy results much more active in this type of sponsorship. In fact, 20% of the Milanese sample got to know Antinori wines by visiting Procacci.

5. Conclusions

To start this work, a literature review in the field of food marketing has been performed. The research starts from the classification of food products as market goods and then analyzes the definition of quality in the field of food and wine. Consequently, some aspects of consumer behavior have been considered in order to understand the main drivers leading people to look for quality in food products.

Then, after a short *excursus* on food marketing approaches, we tried to interpret the strategies adopted by food companies in promoting and selling their premium products nowadays. In addition, a rapid report about the Italian agri-food market has been provided. Particular attention has been placed in describing the Italian food and wine tourism sector and its international perception.

After a brief introduction to the Antinori winery, an interpretation of their marketing strategies has been provided, taking as a reference the book "Experience Economy" (1999) by Pine and Gilmore. Having introduced the Procacci shop, its history and its expansion as format, a questionnaire to submit to its customers has been formulated. The main aims of the research were to find a proper way of assessing the level of customer satisfaction for the dining/purchasing experience in this peculiar type of restaurant.

Results obtained through the factor analysis performed on the 11 items of the starting questionnaire helped us to condense the number of significative variables, grouping them together into a reduced quantity of factors. All the variables initially contained in the questionnaire have been maintained because they have revealed to be statistically significant and related to one of the four obtained factors, even though not always in a strong way.

Through the introductive theoretical framework and thanks to the empirical analysis, this work demonstrated that the acquisition and the renovation of an historical food shop, like an Italian *gastronomia,* is possible and potentially profitable. In fact, taking over Procacci represented for the Antinori Family a way of preserving a little part of the Florentine gastronomic tradition. Moreover, this operation allowed the winery to establish an "experiential" point of sale in the hearth of their city of origin, in which they can promote and sell their products directly.

Additionally, with a further economic investment, the traditional and high-quality food shop and restaurant can be transformed into a successful format to replicate in other locations, as it has been done with Procacci in Vienna and Milan. Through this expansion, Antinori increased its direct points of sale and expanded its wine promotion channels.

To conclude we can assert that saving tradition through a modern approach is possible, even in the gastronomic field and when the main goal is to make profits. However, it is important to remember not to alter deeply the tradition, which, in this case, corresponds to the soul of the original shop. Expanding and generalizing the offer, in fact, can lead to the loss of the peculiarities that made the *gastronomia* attractive and successful, until reaching a shop anonymization.

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