



On Friday 25th February 2022, we had the chance to visit the Eataly Milano Smeraldo store in Milan. The visit was split in 2 parts: first, a tour of the store with Frederica Villa, and then a conference on the brand history and strategy with Nicol Viano.

## *Eataly as a brand*

### AN INNOVATIVE CONCEPT

When opening the first store in 2007 in Torino, Oscar Farinetti, Eataly's founder, wanted to connect consumers with the local producers. He decided to carefully select producers based on the quality of their products, and to distribute it in the store. His goal was to make accessible the Italian tradition to every consumer, selling quality products at an affordable price.

The concept revolves around 3 main principles:

- Eat: every Eataly store has a restaurant, tasting events and thematic dinners
- Shop: among the selection of Italian products
- Learn: cooking classes, opportunity to meet the producers...

### GLOBAL DEVELOPMENT "Eataly becomes everyone's Italian home... at home!"

There are 43 stores worldwide, across 16 countries and 4 continents (among which 12 are in Italy). Globally, Eataly employs more than 6,000 people. The main difference between Italian and non-Italian stores is the sale and space split between grocery and restaurants: in Italy, most of the surface is dedicated to grocery, whereas the focus is more on restaurants abroad.

All stores are based on the same concept, selling quality products, but every store adapts to the local market, depending on consumer preferences and on locally available products. For example, in the US, fishes were not sold as a whole but in fillets because consumers were not used to it, and then the stores gradually introduced the whole fishes and educated the consumers on how to prepare it.

Another interesting example is Turkey: it was impossible to import mozzarella, which is one of the main ingredients for pizzas. To solve this issue, Eataly looked for a local cow and buffalo farm, and partnered with the farm to produce mozzarella, with the supervision of an Italian from Puglia.

The global development is based on local partnership. For example, the Eataly Le Marais store partners with Galeries Lafayette.

The location and structure of Eataly's buildings are decided by Eataly Design, which often favors existing building with a historical identity. The company aims at having a positive impact on the areas where shops are located, improving traffic, increasing investments in the surrounding real estate, as well as increasing tourism. In terms of organization, shops are all shed by natural light, structured with open spaces and visible kitchens, and furnished with natural elements. The overall goal is to reflect transparency ("marketing of truth") through design.

### A FOCUS ON SUSTAINABILITY

Sustainability is one of Eataly's core values. Some of the initiatives are:

- A partnership with Slow Food since 2004, an international association that has the goal to protect biodiversity and taste education, which acts as strategic consultant for Eataly
- Direct partnerships with producers of key products like pasta, meat, olive oil etc., to ensure a stable product verticalization in fundamental categories
- Locally sourced products with a minimum of 30% of local products in each store
- A strong emphasis on plastic reduction: since 2008, there are no more plastic bags in the stores and no plastic for take-away food

# The Eataly Milano Smeraldo store

Located in a former theater, the surface of Smeraldo store is 5,000 sqm, with 3 floors composed of 44 food corners, 1 market and 3 restaurants, including 1 Michelin Star restaurant. The store itself employs 270 people and is opened every day from 8.30am to 11.00pm.



Among the many food corners, we made a focus on the 3 following:

- **The meat corner**, managed by Sergio Capaldo, also a veterinary. He created the association “La Granda Quality Food”, promoting healthy and quality meat. With his organization, he managed to change mentalities, producing and selling meat at a fixed price that is the result of an agreement between butchers and consumers, both willing to spend a little more to have high quality meat
- **The bakery corner**, with its own production lab, using only organic and local products. The bakery manager is experienced and renowned for his recipes, and teaches them to other Eataly bakers all over the world
- **The mozzarella corner**, with its own production lab. The mozzarella master produces mozzarella every morning before 9 am. He produces different types: buffalo mozzarella, stracciatella, burrata and fior di latte



SOPHIE CARROEN



SONIA ABDENBI