

SIM MARKETING AWARD

XXXII Edition



The case

Pastificio Di Martino and Antonio Amato

SIMktg – Italian Marketing Society



The Italian Marketing Society (**SIM - Società Italiana Marketing**) was founded in 2002 on the model of the famous American Marketing Association, with the intention of being:



- a point of reference and aggregation between academics, managers, students and marketing enthusiasts;
- a bridge between the world of business and institutions;
- a suitable environment for cross-fertilization between theory and practice



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MISSION CHI SIAMO PARTECIPA CONTATTI PUBBLICAZIONI EDUCATION RICERCHE



Società Italiana Marketing

La società scientifica che promuove e diffonde la cultura di mercato nelle università e nelle imprese.

Premio SIM "Marketer of the year"



Mercati &
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Premio Marketing
per l'Università



Il digital magazine
della SIM



Convegni SIM

www.simktg.com

1. The Journal



The Journal of the Italian Marketing Association



Yesterday

HOME ABOUT THE JOURNAL EDITORIAL BOARD JOURNAL ARCHIVE INSTRUCTIONS FOR AUTHORS CALL FOR PAPERS CONTACTS



About M&C

Mercati & Competitività is a double-blind peer-reviewed journal, publishing research-based articles related to the most relevant aspects of marketing theory and practice.

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Italian Journal of Marketing

Springer

Today

2. The annual conferences:

- 2011: VIII, Rome, Mobility respecting the environment
- 2012: IX, Benevento, International marketing and Country of Origin effect
- 2013: X, Milan, Smart life - From technological innovation to marketplace
- 2014: XI, Modena, Food Marketing: markets, supply chains, sustainability and brand strategies
- 2015: XII, Turin, Marketing at the service of cities. Cultural heritage and urban revitalization
- 2016: XIII, Cassino, Marketing & Retail in changing markets
- 2017: XIV Bergamo, Successful marketing. Companies, institutions, people
- 2018: XV Bari, Identity patterns in Marketing
- 2019: XVI Piacenza, Marketing 4.0. The challenges of multichannel strategies

3. The University Marketing Award





The 2020 case

**Identifying new customer approaches
through food retailing**

Di Martino Group's Proximity project



Core idea

Integrate catering and sales to get closer to the customer through a space that has a twofold value: **a place of knowledge and purchase of pasta, but also a stage for a consumption experience.**

The project is based on the proposal of specific formats with a contemporary style for the two brands that most characterize the company's offering:

Di Martino and Antonio Amato.

The 2020 challenge



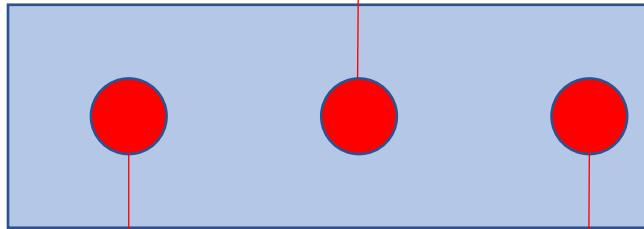
The challenge of the 32nd edition of the SIM Marketing Award is:

To increase the average turnover of a single point of sale by 20% through the construction of an innovative and differentiating product offering aimed at a specific market segment

The history of Di Martino Group



In a few years, Giuseppe **Di Martino's** pasta crosses the national borders and arrives in **America**.

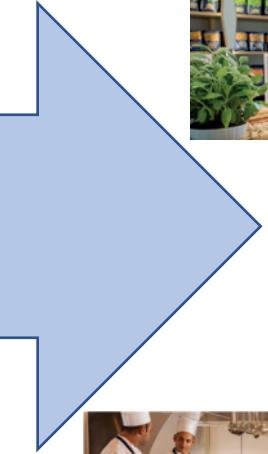


In **1912** the Pasta Factory was founded in Gragnano by **Giuseppe Di Martino**

In **1977** the sons took over from Giuseppe and, in 1979, formed the **Pastificio Gaetano Di Martino e F.lli**. In the nineties the third generation, represented by Giuseppe and Giovanna Di Martino, joined the company.

In **2006**, a second production plant is built in Pastorano (CE).

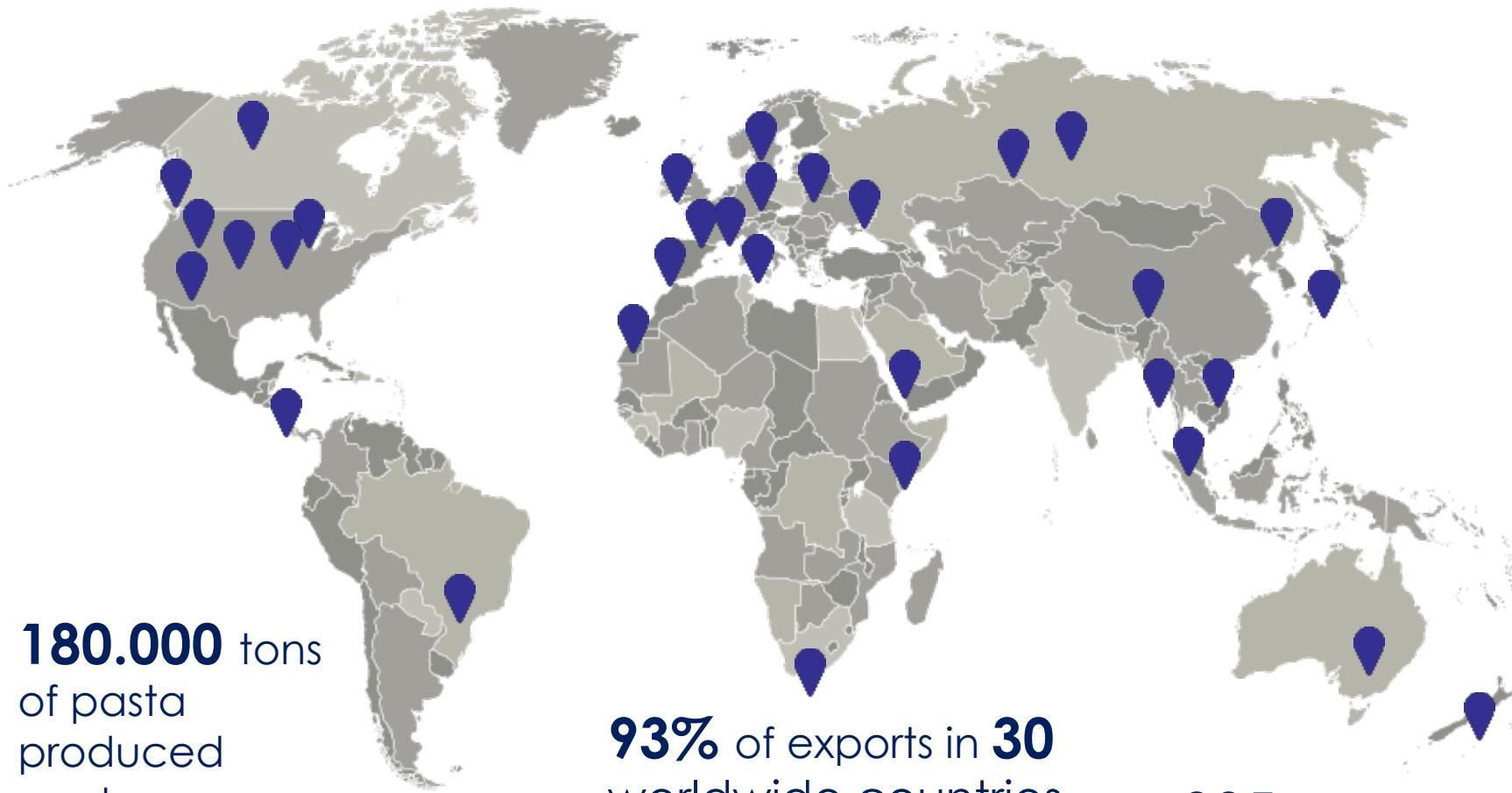
Today the Di Martino Group also operates through its own stores and, after the **first opening in Naples in 2017**, it aims to increase the target audience



In **2013** the **Pastificio Antonio Amato** of Salerno is acquired. This was followed, in **2017**, by the acquisition of a majority stake in **Grandi Pastai Italiani**, a company sited Emilia Romagna producing fresh pasta.



From a small family business to a global player



180.000 tons
of pasta
produced
each year

8 millions
Servings per day

93% of exports in **30**
worldwide countries

395 employees
170 mln euro
Turnover 2018

The Group brands



The collaboration with Dolce & Gabbana



Food retailing



The direct entry into the world of retailing has taken place through the opening of branded **travel stores** in the airports of Naples, Rome-Fiumicino and Bologna.

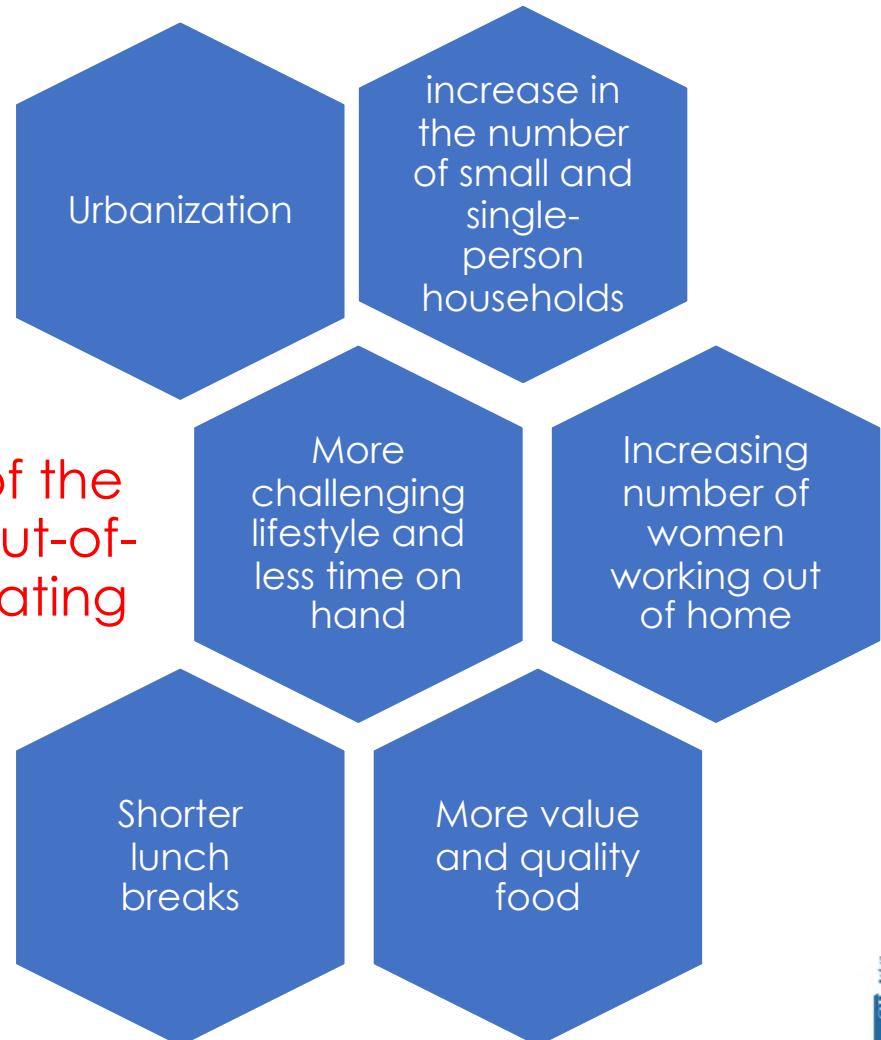
The latest challenge undertaken by the Group consists in developing **innovative distribution/restaurant formats**.



Changes in food consumption

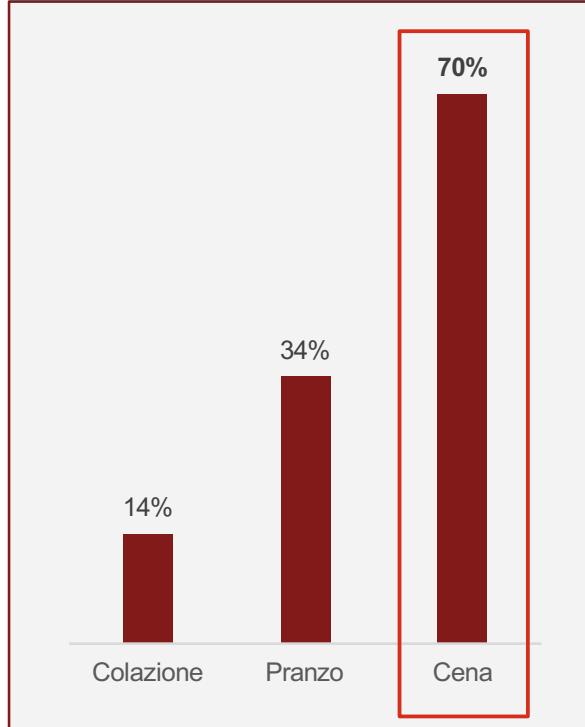
People are eating out more and more often, devoting shorter average time to food, but it has to be good quality time.

drivers of the shift in out-of-home eating

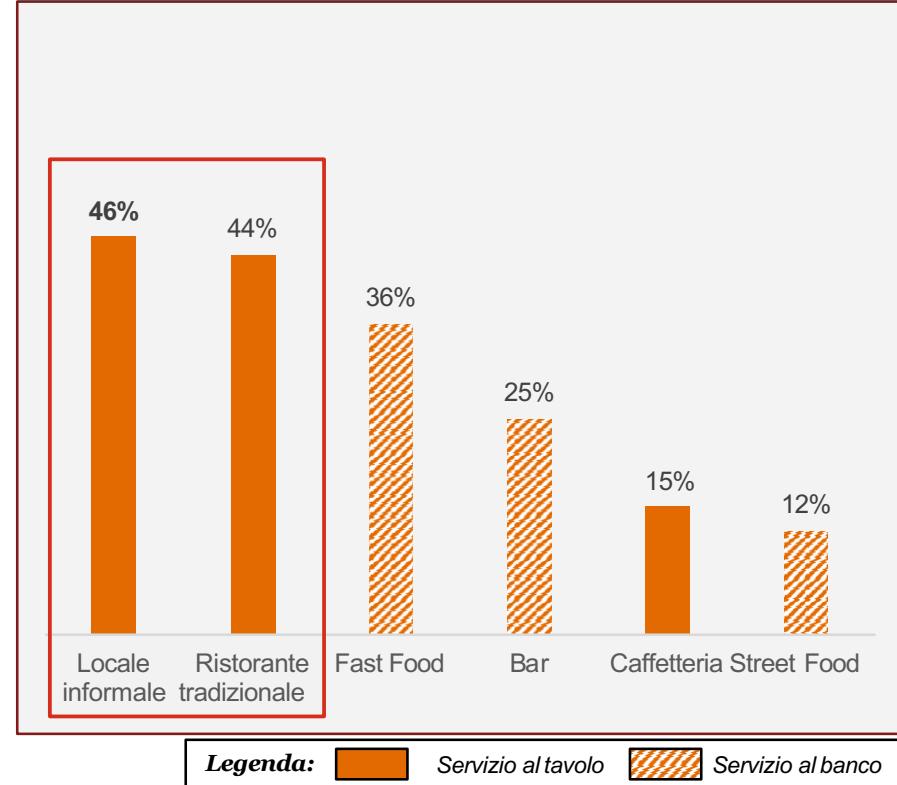


Out-of-home meal consumption in Italy

Pasti consumati solitamente fuori casa

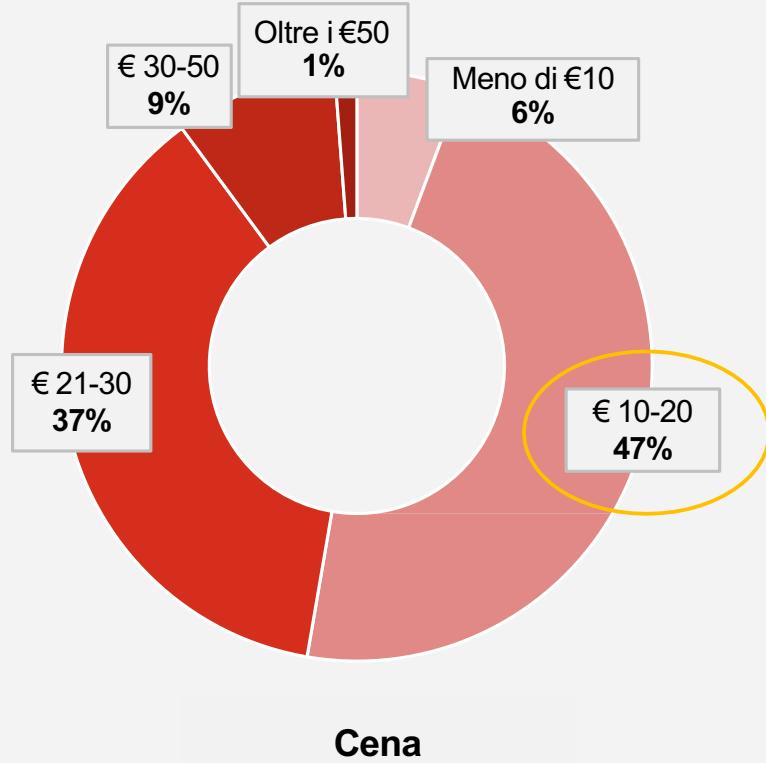
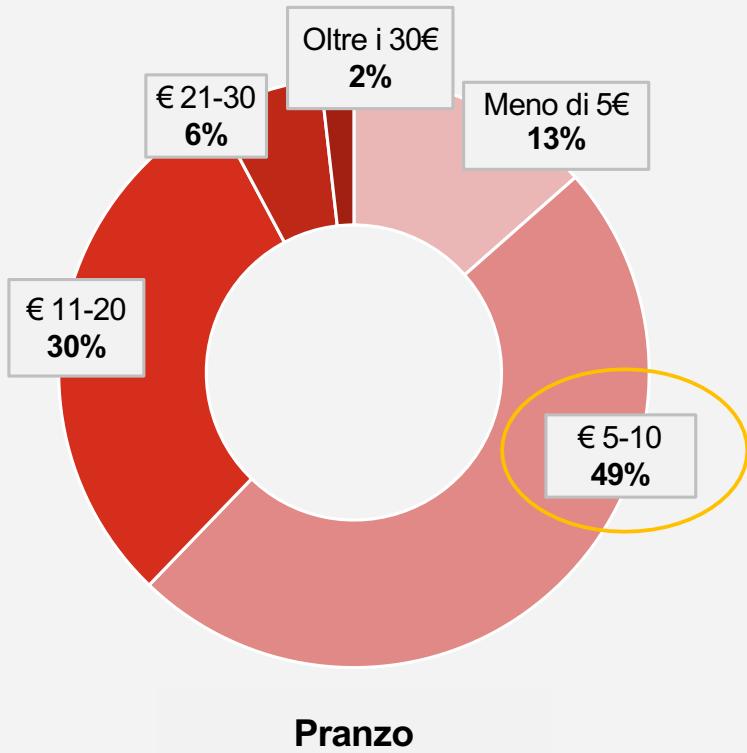


Locali frequentati negli ultimi 6 mesi*



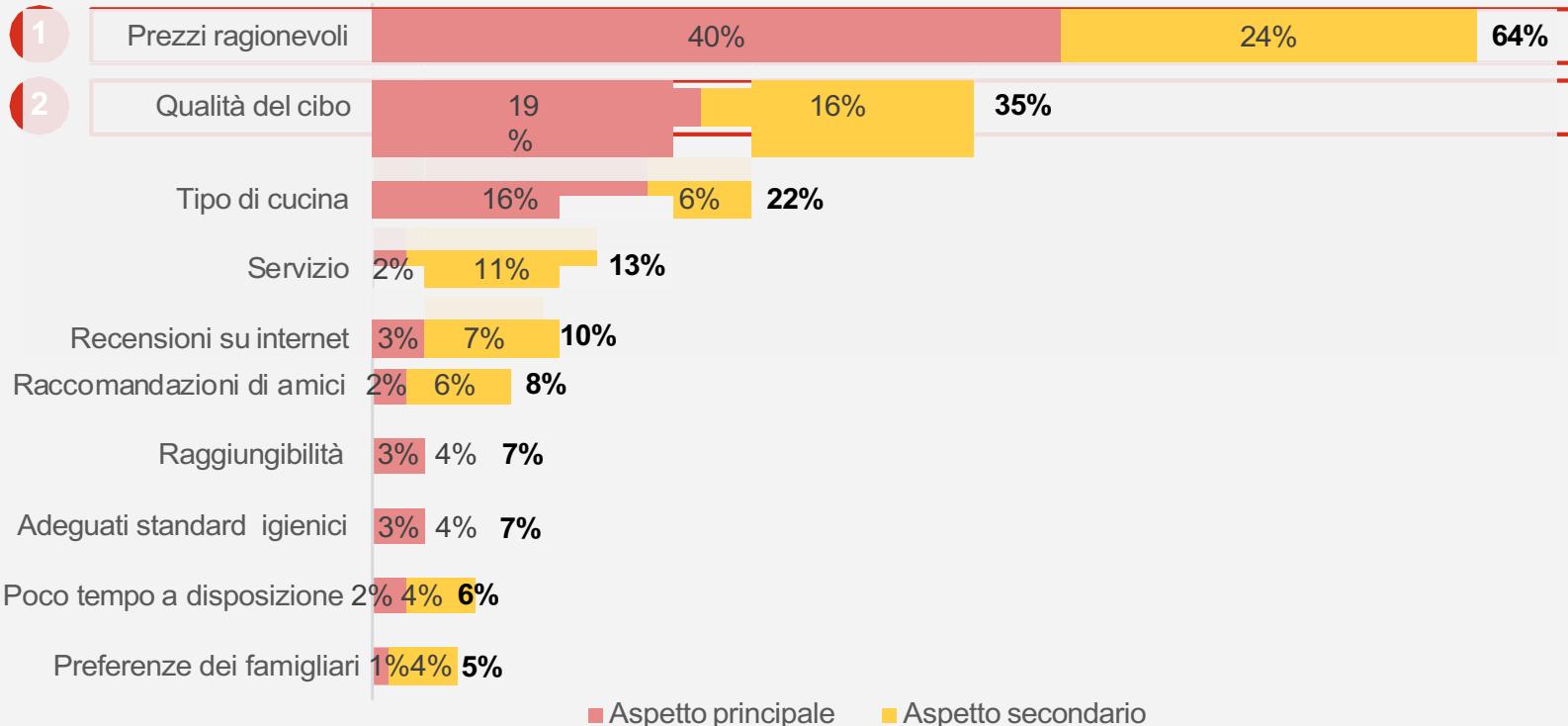
Source: company

Out-of-home food expenditure



Source: company

Key buying factors in restaurant choice



Source: company

Price is still a decisive variable in food consumption decisions and the main criterion used for choosing restaurants

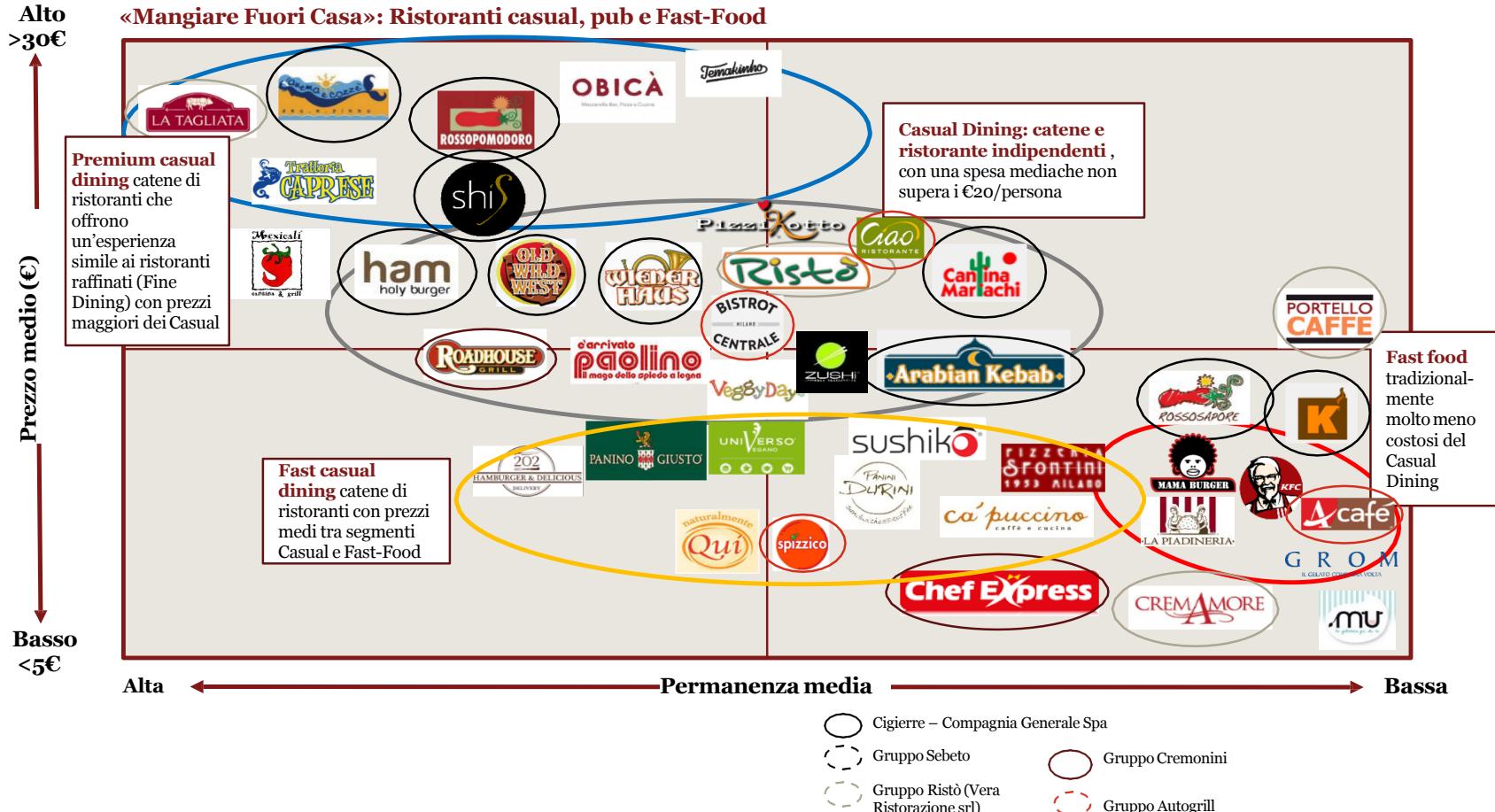
From new formats of urban food to home-delivered meals



The evolution of food consumption goes along with an evolution of food formats based on certain trends:

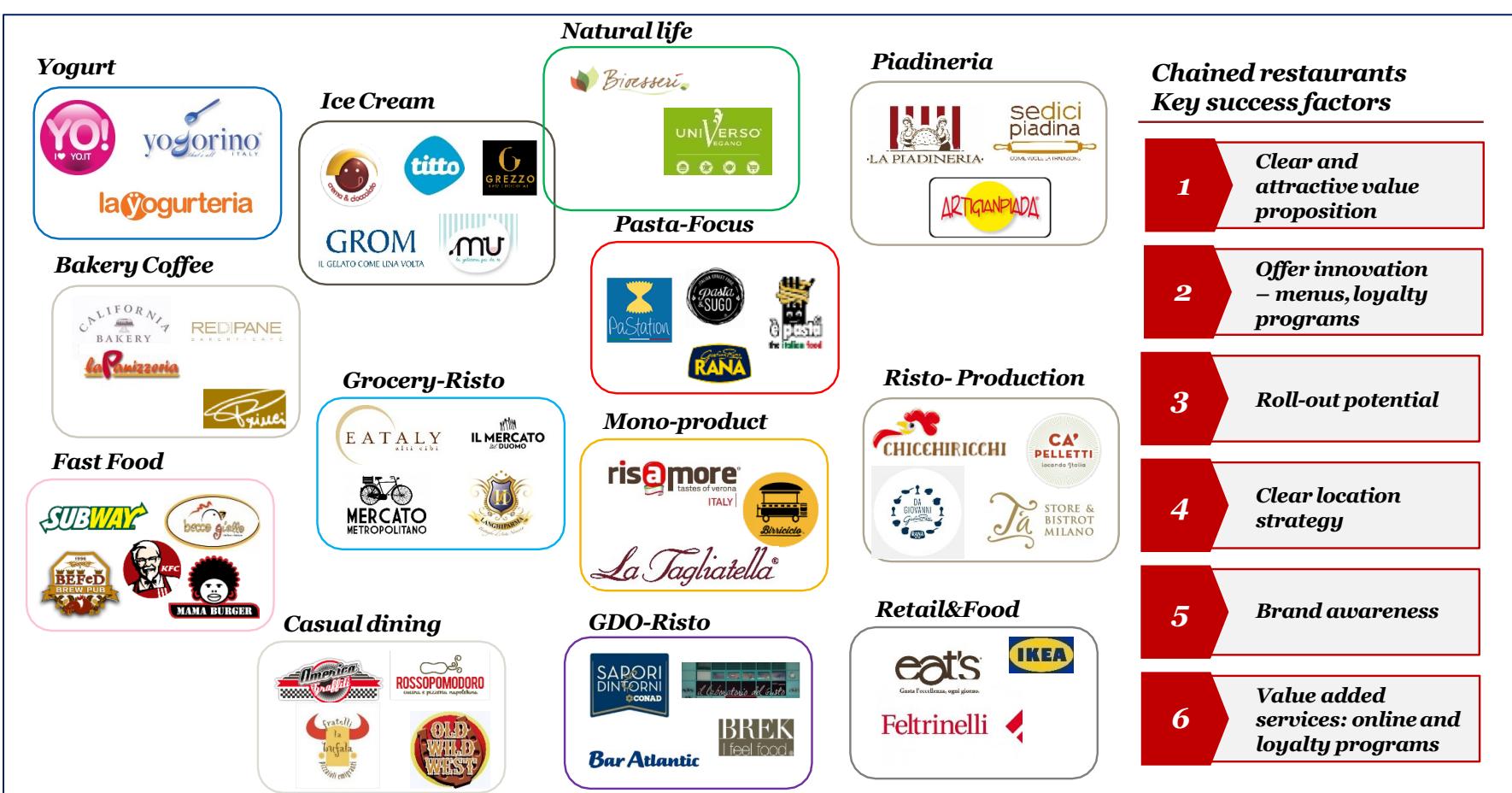
- Closer and closer connection between sales and supply
- Push towards ethnicity and rediscovery of street food
- Specialization of offers
- Increasing importance of food delivery

Italian catering formats: a positioning map

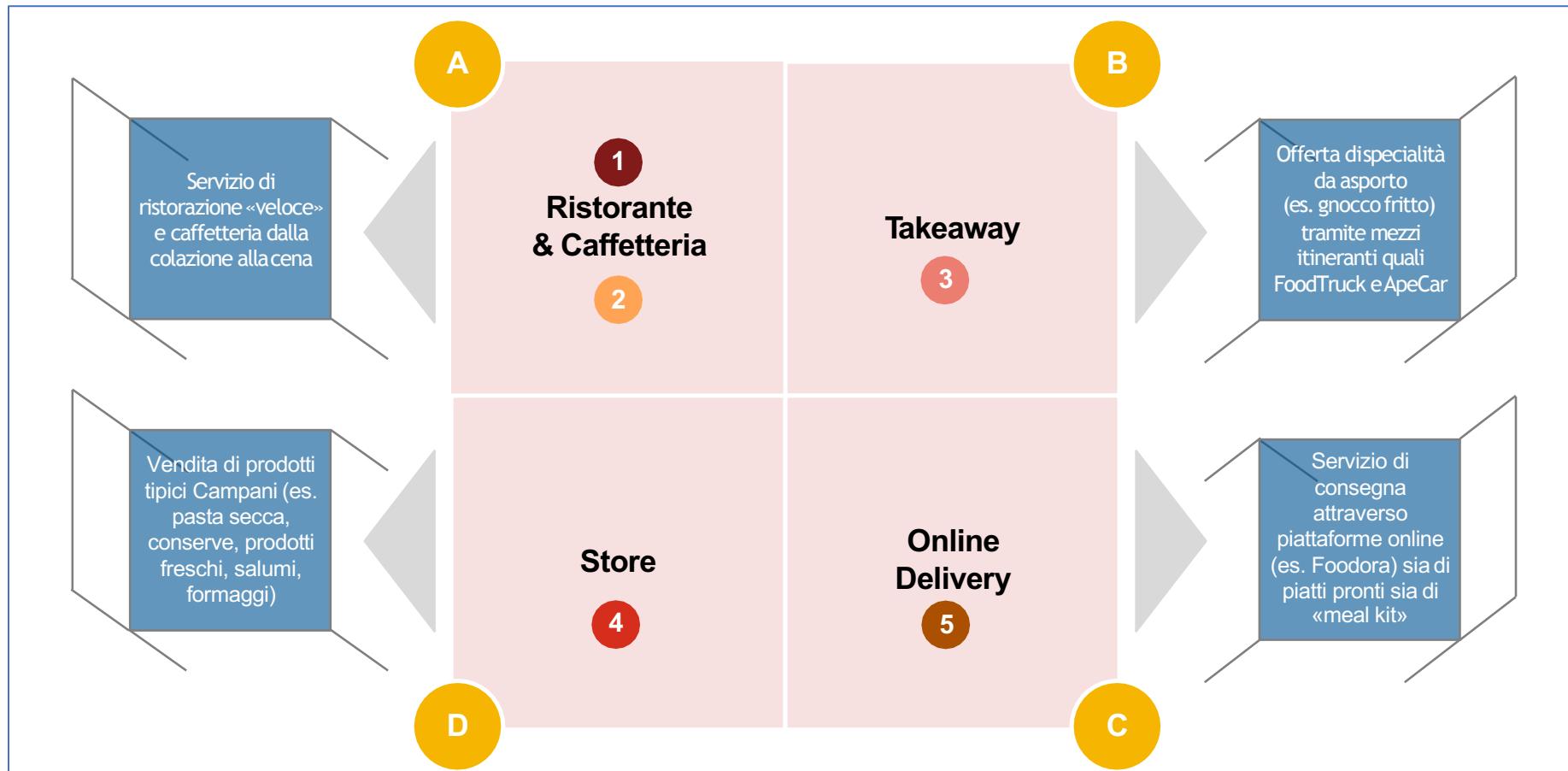




KSFs of restaurant chains



Proximity project pillars





Two formats, two experiences



Two catering formats for two types of experience

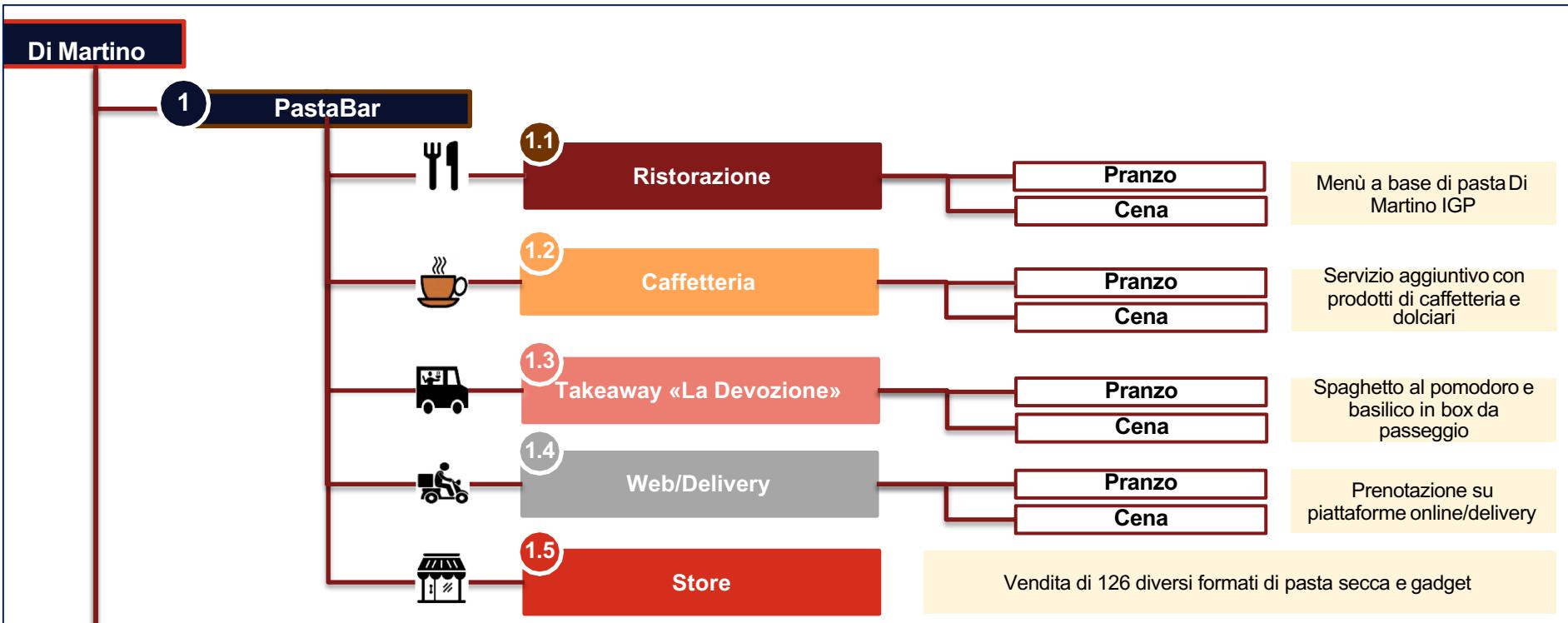
Forerunner for the **Di Martino** format was the Sea Front Pasta Bar, opened in 2017 in Piazza Municipio in Naples.

The **Antonio Amato** format, still in the launch phase, will be opened soon in the heart of Milan.



di Martino
Sea Food

Di Martino revenue model





Di Martino: a stage for PGI Gragnano pasta



Value proposition features:

- **elegance** of the environment entirely dedicated to pasta;
- **professional service**;
- **selected chefs** who prepare the products on sight;
- full immersion in the **Italian spirit**

Sea Front Pasta Bar in Naples



The restaurant has 24 seats, a deliberately limited capacity for an experiential format that makes the customer participate in the preparation of the dishes

Target segments of Di Martino format



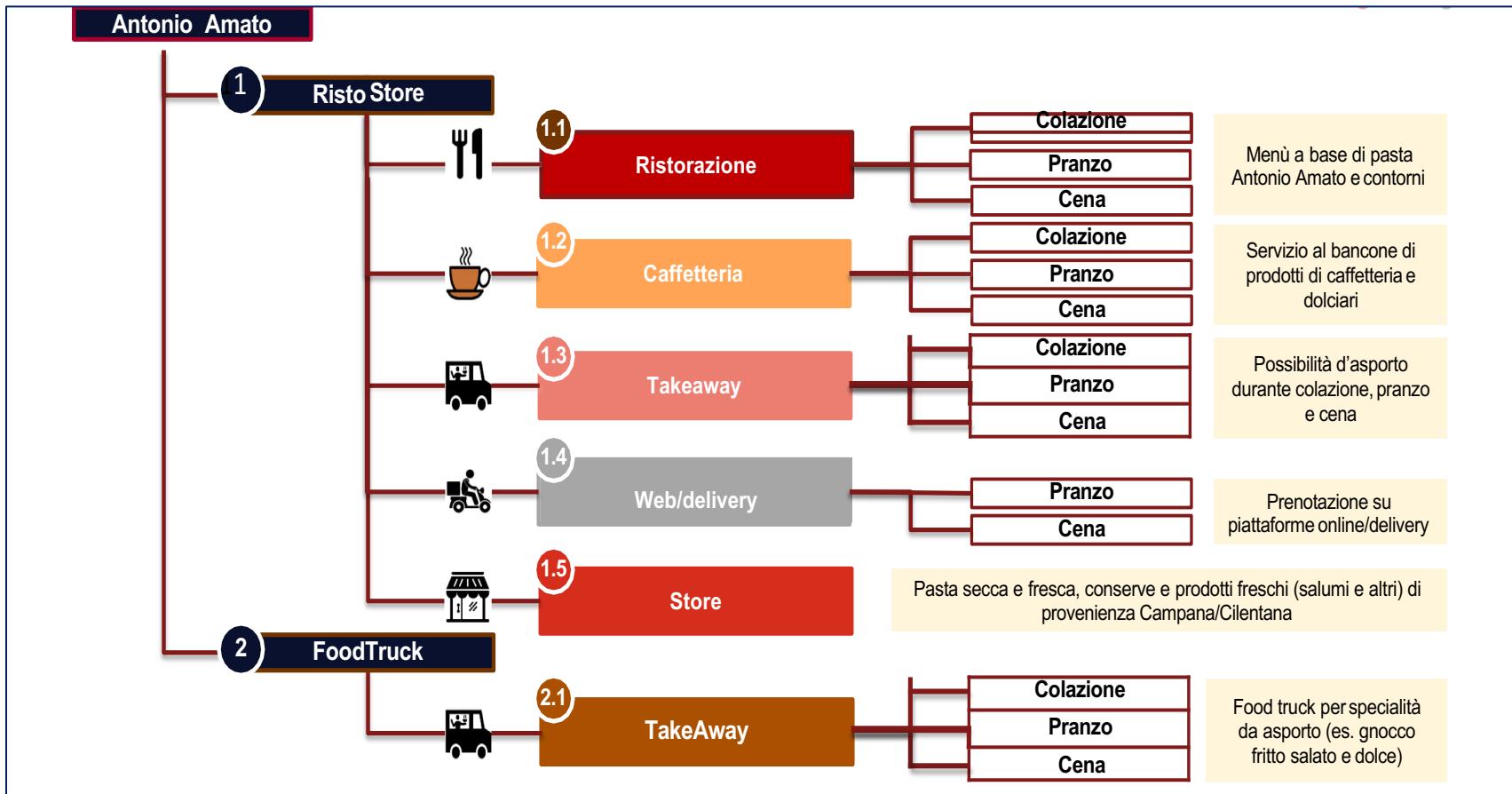
- Professionals
- Tourists
- Couples
- Gourmet consumers

La Devozione: spaghetti to-go



Thanks to take-away, Di Martino also reaches the youth segment (**under 30**).

Antonio Amato revenue model



Antonio Amato: Mediterranean flavors in a fast-food



Core elements of the value proposition:

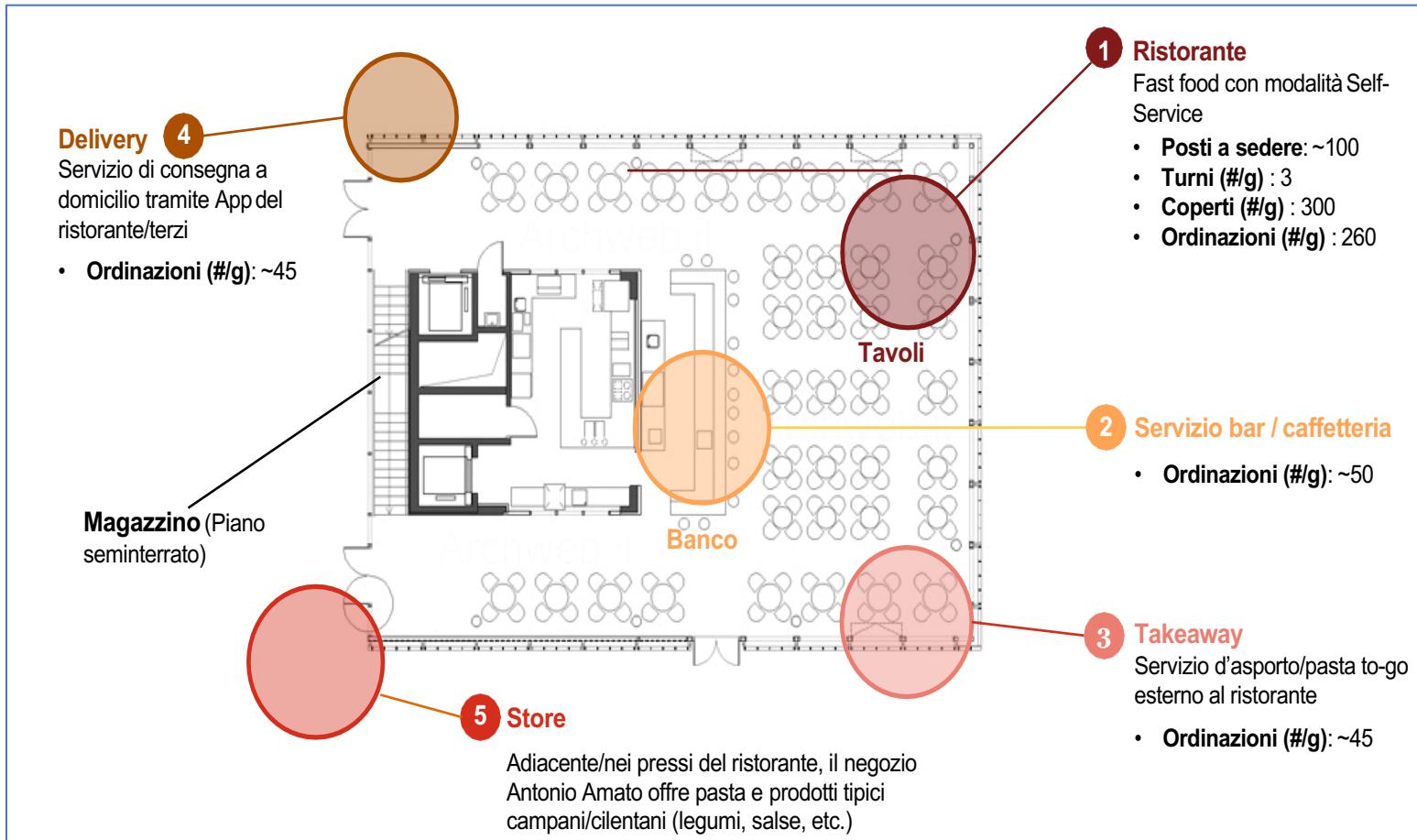
- gastronomic offer linked to **Cilento** and **the Mediterranean diet**;
- **quality products** in the fast-food pasta format;
- **speed, simplicity** and **convenience**;
- effective automatization of processes made possible by a **technological platform**



**The message enclosed in the Antonio Amato catering format,
perfectly aligned to the brand identity:**

you don't have to be a great cook to cook a good pasta dish

Prototype of risto-store Antonio Amato



Target segments of Antonio Amato catering format



- Families
- Young people under thirty
- Tourists
- Office employees (for lunch break)

In line with the offer outlined, the price range mirrors the pursued medium-low positioning and is roughly below 20 euros, organized in a self-service mode, the total capacity of the restaurant is 100 seats

The Antonio Amato food truck





The 2020 challenge

Note the following information for reference:

DI MARTINO Piazza Municipio:

- Pasta Store + Take-away La Devozione + Restaurant Pasta Bar.
- Seats: 24.
- Average receipt Pasta Store 10€,
- Average receipt La Devozione 5€,
- Average receipt Pasta Bar 50€ (in constant growth since the beginning of the year).
- Expected turnover for 2019: 750,000€.

ANTONIO AMATO Center of Milan (next opening):

- Pasta store + Cafeteria + Restaurant + Take-Away + Food Delivery + Food truck.
- Seats: 120.
- Expected turnover first year: 1,500,000€.
- Expected annual turnover food truck first year: 150,000€.
- Average food truck receipt 8.5€.

Case objectives



Acting as the Marketing Team of the Proximity Project of the Di Martino Group, each team will have to:

- 1) Choose just one of two brands
- 2) Analyze the **current market offer**
- 3) Sub-segment the market and **identify a more specific consumer segment** than those already indicated
- 4) Develop a **plan** to achieve the case objective addressing **all strategic and operational aspects**

Case objectives



The team will have to consider the following elements:

- the product offering may relate to one or more areas of activity described in the case (Restaurant, Cafeteria, Store, Delivery, Take-away, Truck);
- To make things easier, if you choose the **Di Martino** brand, the operational proposals can be referred to the store soon to open in **New York (at the Chelsea Market)**; if you choose the **Antonio Amato** brand, the operational proposals can be referred to the store soon to open in **Milan** in the central area.

The budget



- For the marketing plan, relating to the **three-year period October 2020 - October 2023**, each team will have a budget of **1,500,000€** for **Di Martino** and **1,000,000€** for **Antonio Amato**, which will have to be used to **cover marketing costs only**.
- Teams will not have to take into account costs of any other type (personnel, facilities, etc.).

Cosa si vince?



- The prizes for the teams that will be classified in the first three positions are being defined.
- As per tradition, the best **100 teams** will be awarded a certificate of participation, indicating their position in the ranking.
- Regardless of the placement that will be obtained in the final ranking, the participation will be a **unique and unrepeatable opportunity** to get involved with your team to try to solve a **real business problem**

Further materials



In addition to the text of the case, further material useful for the elaboration of the plan will be made available on the Award website:

www.premiomarketing.com

Who can participate?



- Participation is open to all students (Italian and foreign) enrolled in a three-year degree course or a Master of Science degree offered by Italian universities and recent graduates within 1 year.
- You can participate as a team or individually (minimum 1 student, maximum 3 students). A "team leader" must always be identified and communicated to SIMktg.
- You can be up to 29 years old
- Workers and students enrolled in Specialization Masters or Schools are not allowed to participate.



How to participate?

- The work must be sent only in paper format in two copies, including the duly completed application forms.
- It must not exceed 20 pages in length (A4 format, maximum 35 lines per page).
- It must be **absolutely anonymous** (it must not include the names of the team members, nor the Department and/or University attended by the participants).
- It must be sent by **30 May 2020 to the Secretariat of SIMktg - Italian Marketing Society.**

Premio Marketing SIM

c/o Segreteria Società Italiana Marketing Dip. Comunicazione e Ricerca Sociale-CORIS

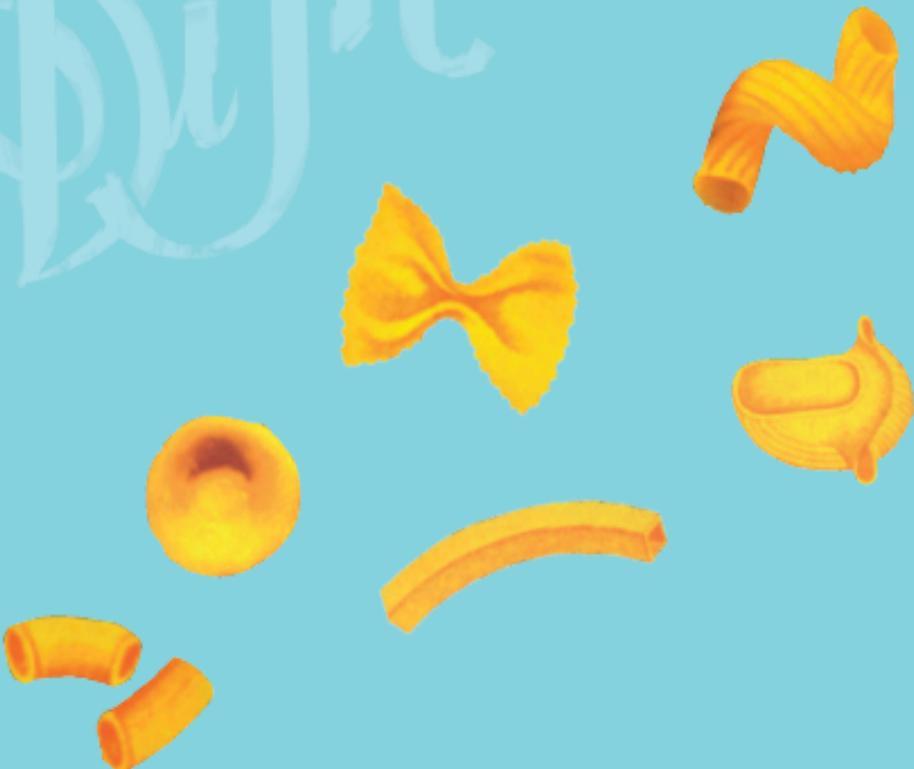
Stanza 215, II piano

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di Martino



Enjoy your work!