



L to R: Lauren Park '20, Mary Gaffney '22, Angela Guang '21,
Meredith Lord '20, Morgan England '21, Lauren Jung '21,
Christine Altomare '21, Salvatore Anzola '21, Clara Stilwell '21,
Alex Heidenreich '21



Barilla



Salvatore
Anzola '21



Lauren
Jung '21

During our time in Parma, we visited the headquarters and factory of Barilla, a world renowned Here we learned of their foundation and emphasis for "Good for you, good for the planet" consumer packaged goods. It was evident that Barilla operates innovatively with a focus on passion, integrity, trust, intellectual curiosity, and courage as they continue to expand globally. Their efforts are notable as they are working towards a goal of decreasing obesity, food waste, and hunger while increasing the well being of the planet and people. The Barilla factory is located in Parma, which is one of Italy's most iconic food cities. Barilla, the world's largest pasta-producing company was founded in 1877 by Pietro Barilla. It is the global leader for pasta, European leader for sauces, and a leader in Italy for bakery products. This factory combines modern technology with family tradition. The company's products can be found in over 100 countries spanning four continents with 16 brands and 28 production sites. They produce 2.3 million tons of products each year. Fourth generation Barilla brothers Guido, Paolo, and Luca, maintain and expand the family business by leading this historic Italian staple into the future. During our tour of the plant, the largest pasta factory in the world, we walked through the entire process of producing dried pasta, from mixing flour to boxing the final product. The entire operation was heavily automated, allowing Barilla to be constantly running to meet the high demand. We witnessed the efficiency and precision that takes place from the kneading of the pasta dough, cutting and shaping, drying, packaging, to robotic forklifts storing the finished goods. Following the plant tour, we visited the Accademia Barilla. This academy is a global project aimed at advocating for Italian cuisine and culture. While there, we ate a three-course meal as part of the "Pesto Experience" served in the Gastronomic Library, which houses a collection of historical cookbooks. We also had a chance to network with Food Science Master's students from the University of Parma, which gave us further insight into the food culture of Italy.

Cadoro



Morgan
England '21

For our first supermarket visit during the Food Marketing Fellows Italy trip, we stopped by the Cadoro Supermarket headquarters in San Michele Vecchio. Luca Bovoloto, Cornell Alum and CEO of Cadoro, greeted our group with Cadoro private label cookies and juices before we sat down to hear about a brief Italian retail market overview, followed by the Cadoro company's history and background.

The first Cadoro store was opened in 1964 in Mestre (Venice) and has since grown to 23 supermarkets and superstores across 3 regions in Northern Italy, turning over 200,000,000€ worth of product every year. The Cadoro mission is to offer their customers, a unique shopping experience at a fair price. Quality, freshness and customer satisfaction are Cadoro's mists. Their vision is to be recognized as the best food experts, simplifying their customer's lives.

Recently, they have launched a new campaign titled KM0, meaning kilometer zero. This initiative is to deliver their customers closer, fresher and less expensive products. In addition to the KM0 initiative, Cadoro highly values organic goods. Their organic line is CI Place Bio ("we love organic"), and it speaks to the importance of knowing where their products come from. Cadoro prioritizes choosing farmers who respect nature's cycles, and firmly believe that not only healthy products taste good, but that eating well is a healthy business. At Cadoro, the customer is the boss, and the decisions they make are driven by the needs and priority of the boss. With this in mind, Cadoro recently opened a Mogliano superstore which boasts sustainability and attention to detail. After we toured the store, we were treated to an incredible lunch highlighting some of Cadoro's most popular items. My peers and I will most certainly take the many lessons we learned with us for years to come (if not the memories of our incredible lunch at Cadoro!)



PAM Panorama



Meredith
Lord '20



Mary
Gaffney '22

The Italian supermarket landscape is in a distinct phase of change. We had a chance to see that first hand by visiting several different store formats run by PAM Panorama, a major super market chain based in Northern Italy and run by Cornell alum, and our host, Salvatore (Turi) Dina. Turi explained to us that they are seeing many challenges, from the decline of hypermarkets (think Walmart Super Center), to the growing popularity of small discount stores and even competition from restaurants. One facet of the challenges it is facing is local competition. The ability to tailor product offerings to the local community gives local stores a marked advantage. However, Pam employs a variety of other tactics across its different store formats to appeal to consumers. A key strategy for PAM has been the shift to an Everyday Low Prices (EDLP) format with a focus on, 1) Popular Brands 2) Large Sizes and 3) Private Label. Pam has several private labels: Semplici & Buoni, meaning "Simple & Good," contains whole grains and no artificial colors or flavors; Bio, their organic brand; Baroni a less expensive, value-based brand; and iTesori, a higher-end brand. These brands have been very successful and have increased customer loyalty to PAM stores. In addition to these changes, PAM is expanding their small footprint stores, called PAM Local, in order to compete with restaurants and other small format discount stores. PAM seeks to compete with these venues through targeting prepared food purchases in their PAM local stores. These offer an increased assortment of prepared foods and offered multiple deals centered on purchasing a meal. This is meant to combat the encroachment of Aldi and Lidl, who often choose new locations near exciting retailers. Ins operates with 1 week turnover and daily shipments which limits the need for storage space. The small format also reduces labor needs, with only six full-time employees despite being open seven days a week. The small format stores offer a positive growth opportunity for Pam as a company, and will likely be key to their success as the grocery landscape continues to change.

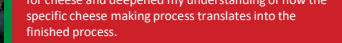
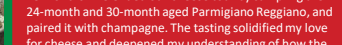
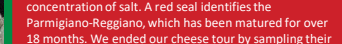
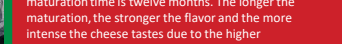
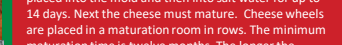
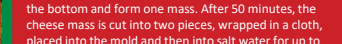
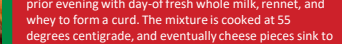
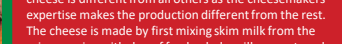
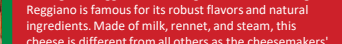
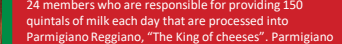
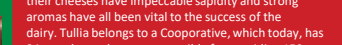
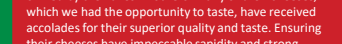
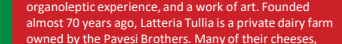
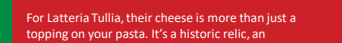


Ermes Fontana



Alex
Heidenreich '21

Ermes Fontana is a Prosciutto and cured meat producer just outside of this city in Sala Baganza, Italy. Each year they produce roughly 400,000 Parma hams and other cured variations of sausages. While on our visit, we walked through the production line in reverse order. Instead of seeing the preparation and curing process from start to finish, we walked through the process from finish to start. While on the tour, at the end of our trip where the production process starts, we learned about how the pigs were sourced and witnessed the raw pig legs entering the building. For Parma hams, the pigs must be sourced from a particular region. To export the final product to the United States, the slaughtering must also meet certain regulations. Therefore, Ermes Fontana operates very particularly and ensures that the raw meat coming into the facility meets the required standards for their company and international regulations. In the production line, after the meat was inspected, it is then processed. The raw pig legs go through a series of steps where each leg is tenderized, salted, and re-salted. As the legs of meat are hung up, they continue throughout the facility being moved to where they'll sit to be cured. On average, the curing time takes about a year. Luckily for us, we were able to see the process and taste the final product, too. At the end of the line, the final product is then sliced extremely thin and often paired with breads and/or cheeses. As we saw throughout northern Italy, cured meats were very popular and were often eaten for breakfast and lunch. There had been a pride for quality of food, and throughout this trip, it was clear how the history and tradition played a role in crafting Ermes Fontana's present and future.



Michielan Gelato



Angela
Guang '21

Started as a small gelateria in Venice in 1982 by Piero Michielan and run today by his son Riccardo, Michielan is becoming an international force. To reach a global audience, Michielan has created three ways to bring desserts abroad: through Le Monoporzioni, ready-made gourmet single-serve gelato cups; Michi, an Italian spin on Japanese mochi; and Dose da Mar, a commercially-sold artisanal gelato. Today, Michielan manufacture 1.2M tubs of gelato annually and export 75% of their products to clients outside of Italy. A Costco partnership has brought their gelato to the States. This growth is fueled by the high-quality, unique flavors, such as fig, tiramisu, walnut, and strawberry cheesecake, in addition to the classics of chocolate and pistachio. Their competitive advantage is found in sourcing and turning high-quality ingredients into artisanal, 100% made-in-Italy gelato available to consumers around the world. The Michielans' emphasis on providing patrons with superior gelato is evident in their use of Sicilian pistachios, Piedmonte roasted hazelnuts, Amarelli licorice, and other premium ingredients. This quality-driven mission has launched a small gelateria onto the global market, where Michielan supplies 38 stores in Venice, or half of the local market, 130 stores in China, and more gelaterias around Europe. Despite their international commercial success, the Michielans continue to operate six modestly-sized, yet highly popular, gelaterias in Venice. Despite their international commercial success, the Michielans continue to operate six modestly-sized, yet highly popular, gelaterias in Venice under the "Gelato di Natura" brand and two shops: a larger sit-down gelateria offering hot chocolate, crepes, Venetian treats, and Michi in addition to gelato, as well as a smaller, grab-and-go only serving gelato. "Gelatooteca Suso" is their third and unique experimental shop. New flavors are first released here from the laboratories and patron feedback determines if they will enter as regular flavors into the official Gelato di Natura shops.

