



Redefining the idea of Luxury in the Hospitality Industry

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Bachelor of Business Administration
in Hotel Management and Operations

Submitted to Eva Aileen Jungwirth-Edelmann, MA

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Affidavit

I hereby affirm that this Bachelor's Thesis represents my own written work and that I have used no sources and aids other than those indicated. All passages quoted from publications or paraphrased from these sources are properly cited and attributed.

The thesis was not submitted in the same or in a substantially similar version, not even partially, to another examination board and was not published elsewhere.

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Abstract

Topic: Redefining the idea of Luxury in the Hospitality Industry

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Content: Sustainability and time play an important role in the redefinition the idea of luxury. The modern idea of luxury is therefore strictly related to a shifting in a more sustainable friendly production. Most industries in this sector are approaching this and in particular gastronomy.

The objective of the thesis is to provide an overview of the term luxury by understanding the difference between traditional and modern luxury, specifically in gastronomy and therefore how the term luxury is been redefined by the varied consumer needs together with the sensibilization of the sustainability concept. The principal research question that can be identified is: How can luxury be defined and what are the main difference between traditional and modern concepts?

The problem that the author is facing is finding out how the value of modern luxury can be in correspondence with sustainability. The main hypothesis can be defined as follows:

Sustainability and time are becoming leading factors in redefining the idea of luxury.

The research question is then being analysed by focusing on a case study about a typical mountain restaurant " San Brite". A deep interview was conducted to investigate modern luxury which goes hand in hand with the sustainable concept. The result shows that there is a significant correlation between luxury and sustainability. The needs of consumers have resulted in have changed perspective concerning the luxury concept and for this reason, the introduction of sustainable processes is leading to a new vision of luxury.

Supervisor: Eva Aileen Jungwirth-Edelmann, MA

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1 Chapter 1: Introduction

This thesis focuses on the redefinition of luxury in the gastronomy sector, which is defined by key elements such as sustainability and uniqueness.

This chapter will be giving an overview of the main topics luxury and sustainability in the gastronomy sector.

1.1 Motivation and Cognitive Interest

Consumers nowadays have so many choices that it is often difficult to make up your own mind or to opt for the right choice. Modern luxury offers a world away from that concept of superficial luxury.

According to Alain Duchasse “Simplicity is the new Luxury” (Duchasse & Monetta, 2014). Food is a major component of everyone’s life and for this reason nowadays more than ever people are appreciating the real essence of luxury in the hospitality industry. Fine dining is becoming a moment in which individuals take a break from everyday life and enjoy the good food by emerging themselves in a gastronomic tour filled of uniqueness and guided by the taste of dishes that have a story to tell. Moreover, assion for delivering outstanding service by tailoring each object based on the request of the consumers.

Luxury can have multiple interpretations and can differ from the values of everyone, meaning also taking a luxurious moment in which to be guided by the passion, love for the product or service a restaurant offers. For instance, an idea of luxury that is based on a circular, sustainable, and unique economy. The uniqueness of the service is the basis of everything, offering care and a philosophy of life in everything that is served at the table. The luxury restaurant, a place where there is a path of change that is unique of its kind.

This can be valued by the constantly research for unique objects which purely complete the puzzle of a rare, exceptional first-class service. Materials,

research, and uniqueness enriches the real nature of what the word luxury has been shaped to. Giving a change to the vision of cooking, dishes, recipes. Consolidated by every part of the process and making it move in a circular way. From the earth to the plate, from the plate to nature. The secrets of businesses that can be reevoked throughout the use of objects, raw material and cultures which then can be uniquely expressed to the guest thorough a dish which is more than ever a story that should be flavored in all its facets and singularity.

“Cooking means transforming the smell of the woods in an experience for the palate and the soul. It means expressing my feelings through my dishes, guiding people through my hands, and carrying them in my world. What I care for. „ (San Brite story, 2022).

The research interest in addressing this topic, is the true essence of luxury specifically in the world of family-run restaurants. Always looking for quality and unique experience. Luxury goods and services over the centuries have always aroused the human desire and ambition to own these goods exclusively. Luxury can have various definitions, but it is a term that attributes value. Luxury goods aren't just things, they are tools, which, when properly used, can give their owner many new opportunities.

If in the past luxury was intended for a small circle of people and indicated grandeur and opulence, today we are talking about the democratization of luxury. This means that through economic success, everyone can access it and afford the object of dreams, within certain limits, of course. Its function to date is not only that of a social marker, but also a means of personal strengthening. Luxury products are used for their symbolic connotations or to express our tastes and personalities. Therefore, luxury is the superfluous or the excessive if we want to take the negative meaning of the term. ... Modern luxury, on the other hand, goes hand in hand with concepts such as those of uniqueness, sustainability, eco-compatibility, regaining possession of one's time and... “banally”, beauty.

1.2 Outline of the thesis: Main aim, secondary aims, research questions and hypothesis

The main aim of the study is to provide a clear overview of how the term luxury has been redefined in the hospitality industry, more precisely in the gastronomy.

Based on the research topic, the following secondary aims have been developed:

- Understanding the traditional luxury concept and its related consumer purchasing behaviors and lifestyle
- Gaining insight into sustainability as a concept together with the key pillars and how it is incorporated into the modern concept of luxury
- The value of modern luxury gastronomy in correspondence to the influence of sustainability

According to the above-mentioned secondary aims, the following research questions have been elaborated:

1. How can luxury be defined and what are the main difference between traditional and modern concepts?
2. What are the key pillars of sustainability and how are these influencing the luxury segment?
3. How has the perception of the consumer purchase behavior and lifestyle change and how has it influenced the idea of luxury in modern gastronomy?

By examining the research objectives, the above mentioned research questions aim to respond to the following hypothesis:

Sustainability and time is becoming a leading factor in redefining the idea of luxury.

1.3 Limitations

Although my case study brought a lot of compelling results there are some limitations worth mentioning. First of all, the covid 19 circumstances led to time and mobility restrictions. The time frame was restricted, which meant the owner of “San Brite” could be interviewed once. If there were more time two interviews in two different time periods would have been conducted. Then, the two hypothetical interviews could have been compared, and could have seen how the owners responded, and thus the restaurant, evolved. In addition the restaurant would have also been interviewed. It would have been helpful to the case study to see beyond the point of view of the director, but rather to be able to hear the other team member’s perspectives. Moreover, a larger sample size would have been taken in order to compare at least two or more restaurants that follow the same philosophy so to identify differences, advantages and disadvantages regarding the new concept of luxury and sustainability.

2 Chapter 2: Literature Review

The objective of this chapter is to clarify what the term luxury is, through a careful research of this term also from the point of view of the consumer himself. Specifically, this chapter will try to highlight substantial gaps in the definition and research of luxury. Highlights the luxury term but also analysing the goods that can be attributed to it and the consumer perception towards this.

Furthermore, there will be a focus on the luxury consumer perception which is at the base of every research and has to keep pace with the changes in society.

Overall, this chapters aim is to define the main steps and new emerging trends that influence the consumer towards the purchase of luxury goods and time, correlated to the purchaseding decision makling process of luxury goods.

2.1 Luxury

“What then is luxury? It is a word without any precise idea, much such another expression as when we say the eastern and western hemispheres: in fact, there is no such thing as east and west; there is no fixed point where the earth rises and sets; or, if you will, every point on it is at the same time east and west. It is the same with regard to luxury; for either there is no such thing, or else it is in all places alike” (Morley, 2013, p. 216).

2.1.1 Etimology of Luxury

It is very difficult to identify the word luxury, but since present in various documents which date back to the ancient world we can ecince that the term luxury comes from the Latin "Luxatio" which meant displacement, opulence. The adjective of luxury then derived from luxatio was luxus, a word used to describe something out of the ordinary in life, a term that defined wealth and power (Oxford Dictionary, 2014).

Centuries ago it was in the history of humanity, being a term that defined a very specific lifestyle, in ancient Greece its use for men was banned because it was thought that it would make them more aroused and not combative. in war. Furthermore, it is recognized that the use of the word also centuries ago also caused situations of envy and exaltation (Oxford Dictionary, 2014).

About a century after the Greeks, there was a defender of the term luxury, an economist named Adam Smith. He describes the term luxury on the contrary as something positive, which makes the human species free to describe the state of wealth and also says that for him well-being comes from material things, from money power which then leads to inner peace.

Luxury is therefore in a certain sense something that defines for him an enjoyable moment of life due to economic well-being (Roberts, 1998).

2.1.2 Definition of luxury

“Luxury is particularly slippery to define” (Cornell, 2002, p.47). The term luxury has various and controversial definitions. A clear and unique definition of this highly used term has not yet been reached because academic agreements are lacking, therefore this creates situation of contrpversy in defining the term. One of the most recurrent explanations of the word is “something that is considered an indulgence rather than a necessity” Collins English Dictionary (1999, p. 876).

The concept of “luxury” relates to something that can be considered to be unattainable, a situation that can relate to something unreacheable, which is usually based on a state of desire and not of necessity.

Luxury is still a term on which there have been various academic debates and a definition common to all academics has not yet been reached.

Due to the lack of clarity, there are still many disputes over the meaning of this term. The Collins dictionary (1999, p.876), defines luxury as "something that is considered more necessity than a necessity", something material or related to

an experience but always associated with something exclusive on the basis of their exquisite design and workmanship, sensory appeal and distinct socio-cultural narratives, which denotes wealth and much often not essential and necessary (from the Oxford Latin Dictionary in Dubois et al., 2005).

Therefore, in recent decades, it is being interpreted with different nuances and definitions, this means that the word is no longer seen as trivial but is becoming more and more complex to analyze (Maria, 2018).

Nowadays, if we reflect on the term "luxury", it is no longer linked to money or rarity, it is no longer canons that distinguish this word. Luxury", is a word that is used as a marketing strategy to attract consumers in the purchasing decision, this creates desired and is considered as being essential (Berry, 1994). In history, Marie Antoinette has always been defined as a very superficial woman who was very attracted to all things luxurious and who lost all concept of spending, stating "let them eat cake" referring to the French plebs. Nowadays cake has become very popular and one of the most popular desserts. This has disproved the notion that luxury is only reserved for the aristocracy but is more of a persuasive marketing phenomenon (Berry, 1994; Twitchell, 2001).

Furthermore, the current industry of luxury goods was born in the 19th century during the industrial revolution, an era of increased prosperity when many industrialists in Europe decided to devote themselves to the production of goods reserved for a narrow elite group (Brun et al., 2008). This event denotes the fact that luxury goods were more readily available and were mainly fuelled by social forces and also business factors (Silverstein and Fiske, 2001). In the current era, industrialists do not only produce products reserved for a single category but are able to produce far more goods than the market demands. America's strong consumerism has been a factor that has increased the consumer's desire to buy not only essential goods but also those that are linked to an emotional craving (Hauck and Stanforth, 2006).

Today, luxury is no longer reserved to an elite but to an ambitious public. Product value is attributed by the desire to express strong craftsmanship and the search for raw materials which are the key components of every quality good. It is still tied to a high end but this is given by a limited offer and a meticulous production process. An example is Hermes, which states that "the price is based on the time it takes an artisan to produce the object and this also limits the supply. The key feature of a luxury good is that there is a ridiculous margin" (Potavanich, 2015). The value of the brand is given by the value of the production process of each item.

2.1.3 Luxury brands

The history of luxury brands goes back many years but this does not mean that the very term "luxury brands" is equally ancient. The companies that produce such luxury goods at the time were not defined that way. Once there were these small shops where artisans, the goods were all handled, a real care of the product, which was entirely hand-made, therefore of the highest quality. Thanks to this high quality, the products of these small shops were immediately a huge success on a global level which expanded in a short time. Thanks to this expansion of sales on a global level, years later these artisan shops were defined as "luxury brands" by some Wall Street analysts (Dewey, 2009).

The first artisan companies that are currently leaders in the luxury brand market are primarily Louis Vuitton, Gucci, Dior, Montblanc, Rolex, Cartier and Hermes. The first Louis Vuitton was born, it began its production by specializing in the creation of trunks, which were used as travel suitcases. The peculiarity of these trunks was the attention to detail and personalization, which attracted the attention of the upper class (Johnston 2012). Then there was Gucci, an artisan of Tuscan origins who produces luxurious bags strictly in leather for the knights. Then Dior, inspired by the paintings of important artists, thanks to the

creativity and the creation of tailor-made clothes, took hold in the market (Charleston 2004; Krick 2004). Montblanc gained a foothold in the global market thanks to precious gold and fountain pens. The master watchmaker, who was extremely innovative for the time. As French high jewelry, which took hold of things thanks to royal houses, it was Cartier. Primarily born to satisfy the demands of the high nobility then Hermes was born, "The fundamental thing about Hermes is that it is handmade, and this is particularly significant for leather goods", one of the best known customers was the Tsar of Russia (Raisbeck, 2013).

The luxury brands were therefore recognized as such for the precision in production and the search for quality that could satisfy a high target. This market gained a valid reputation in a few years, which is still present today.

2.1.4 Luxury goods

The luxury good market has always had distinct characteristics attributing pleasure and distinction to their owners (Vigneron & Johnson, 1999).

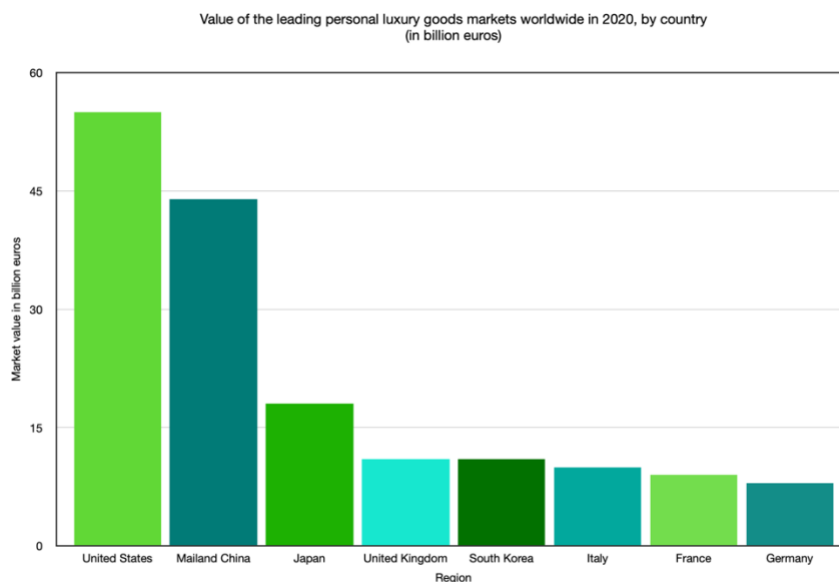
The wide market of luxury goods encompasses fragrances, cosmetics, fashion, jewelry, watches, foods, drinks and luggages. The luxury goods sector can be explained throughout eight main characteristics:

1. Handmade production processes
2. Innovative design
3. High monetary value
4. Family run businesses
5. Unique products or limited stocks
6. High-end clientele
7. Proprietary processes
8. Superior quality

Dewey, 2009

The reasons and values that determine high innovative and usually artisanal productions that make them qualitatively higher. The term “luxury goods” itself, indicates goods that dominate the high-end global market principally because of two main characteristics which are quality and monetary value. The producers of these goods focus on giving the good an identity and therefore what is defined as status symbol. The products are composed by valuable materials, innovative designs and entirely handmade processes (Brun and Castelli, 2013).

From an economic perspective the luxury goods market has presented various (GDP) Gross Domestic Profit instability. During economic well-being, the GDP presented good stability whereas exponential declines during unfavourable economic moments. As we can evince from the graph below in 2020 the US had reached the highest peak equal to 55 billion euros, which defines it a very favourable market for luxury goods whereas Germany presents the least flattering market with a result equal to 8 billion euros (Sabanoglu, 2021).



Graph 1: Value of leading personal luxury markets worldwide in 2020, by country (in billion euros)

Sabanoglu, 2021

According to an analysis of financial performance and operations performed by Deloitte (Giovanni Faccioli , 2021), the results of the luxury goods performance in 2020. The total sales of luxury goods reached \$252 billion a result lower than in 2019 equaled to \$282 billion. As for the average net worth of the top 100 luxury brands the result reached was equal to \$2,5 billion with net profit margin, of 5,1% and a further annual growth rate of 1,8%. Overall, the data does not present an exponential decline compared to the previous year. (Giovanni Faccioli , 2021).

2.1.5 The modern Luxury

Ultimately, there is no longer that idea of luxury as something materially expensive and belonging to a distinct social category. As far as the classic definition is concerned, luxury is linked to a high lifestyle, is a status and represents quality goods at a high price. Instead, modern luxury is adapting to the changes and habits of individuals, something Modern luxury, on the other hand, increasingly goes hand in hand with concepts such as those of uniqueness, sustainability, eco-compatibility, regaining possession of one's time and ... "banally" beauty (Blevis, et al., 2007). Essentially sustainability. The main aspect of the contemporary luxury is the concept of sustainability "sustainable consumption". The linear economic system, the one that begins with the production of something, which passes through the use and consumption of this something and ends with the undifferentiated disposal, is a system that has presented the bill, and we pay this bill.

Luxury today looks to a different, circular future, where linearity is replaced by a virtuous style based on the "4 Rs: reduce, reuse, recycle, recover". It is no longer conceivable for a luxury brand to plan strategies that are detached from an ethical dimension.

During the twentieth century, the concept of luxury passed from the object to the concept; desirability has shifted from material value to artisanal value, to then live today in the ethical dimension.

Ultimately, luxury is culture. Capital is knowledge; vulgarity is identified with quantity, with linear consumption, because it is closely linked to that predatory approach to natural and human resources. It is no longer tolerable, it is no longer imaginable, the concept of luxury with exploitation, of people and the planet, is the new vulgarity (Reddy and Terblanche, 2005).

Luxury is culture, luxury is empathy, sensitivity to beauty, enhancement and discovery. And when a brand dresses up with these principles, when it gives values it gives value, intrinsic, ideal and real at the same time.

This embellishes the good, repositions the brand in the future elite and gives the producer a different, superior status. A brand expresses values and choices, has a character, is a living element (Reddy and Terblanche, 2005). It is also the main hook when it comes to luxury, desirability is often linked to the brand, to the name. Sometimes this name is so powerful that it overlaps to replace the object itself, like "a pair of Louboutin", not more a pair of luxury handmade women's shoes"; which are not Louboutin (Charleston 2004; Krick 2004). . This is why work on the brand is closely linked to commercial value and profit margin, which is the founding purpose of a company. Craftsmanship, sustainability, the expression of a place, the close link with its landscape: these are the necessary and not always sufficient foundations of modern luxury, bases that presuppose culture , "The capital" of modern luxury (Blevis, et al., 2007).

2.1.6 The new luxury consumer

The market is constantly expanding and so are its consumers. So far in the luxury goods sector the brands have always interacted with the generation of millennials but currently the generation that is becoming more and more

interested in this constantly evolving sector are the so-called Gen Alpha, who are very often children of millennials. Born between 2010 and 2025 and which in a short time will conquer the luxury market (Carter, 2016; McCrindle, 2008). Some research says that 250 babies are born every minute for a total of 2.5 million a week worldwide (Thornton, 2010). Researchers say they will be the ones who shape today's society having been born in the 21st century (Giovanni Faccioli, 2021).

Having been born in 2010, they were born and raised in a globalized land and where technology was the order of the day, their birth also coincides with the creation of the Instagram apps and the first Ipad. Some say that this generation will be very inclined to spend money and consequently good customers in the luxury sector. Thanks to the advent of technology and especially of social media, the Gen Alpha generation is in close contact with those who are the high fashion brands thanks to the figures of fashion bloggers and the marketing strategies used by the same brands (Thomas et al., 2018).

Although the Alpha generation is still growing, it has some fundamental characteristics: global, digital, social and sustainable (Liffreing, 2018). First of all, they are defined as "global" because as previously mentioned they live and are growing in a purely globalized world. Subsequently, "digital", this is because they were born with technology, consequently experts in the field and in continuous close contact with it, which guides them in everyday life, for this reason they can also be defined as the "wire generation" (Thomas et al., 2018). "Social", this term because the majority of individuals belonging to this generation are present on social media, digital platforms where moments of the day are shared very often through the use of photos.

The alpha generation is a very innovative generation, which uses technological tools to make life easier but also because it is used to solving problems or finding solutions with it (Jennifer, 2017). They are constantly evolving, as is technology and consequently marketers have to keep up and try

to create customized solutions to their needs, this reason will lead to a lot of competition in various sectors. Within a few years they will be the leaders of the world because they are very independent of their choices (Berkowitz, 2016).

2.1.7 Concept of time and correlation to luxury

Luxury has always been considered as something purely material, linked to a dress, car, luxury object denoted by its high cost and high production quality (Lipovetsky, 2008). Currently, however, this is changing, ie we focus more on what is the "consumation of experience" than on the purchased object itself. This denotes the fact that the values have changed, no more value is attributed to the object itself but to everyone the purchasing process, that is time (Anon, 2016). According to David Cameron British premier, the wealth of a country is not measured only in GDP but in happiness and well-being that by strength, according to the premier, "quality of culture and relations of citizens" Stratton, 2010). The wealth of a country and its citizens, in fact, is measured by the amount and time that a person can dedicate to himself to live and can also enjoy time for intimacy, recovery and recovery of energy. Time is defined as luxury, a luxury that denotes an experience and the choice that leads to a. A moment in which to take care of oneself and loved ones: finding ourselves, internally and externally, is in fact a moment that we can and want to afford (Stratton, 2010).

Trying to make time precious is a luxury that not everyone can indulge in. The monetary value of things has been replaced by what is the time that we can make decisions, experience moments that add value to any monetary value. This also delineates the fact that the reserved luxury being correlated with time is no longer a prohibitive good, only exclusively for a wealthy public. Each of us can decide what to do with our time and this is a luxury (Wang, 2021).

Time is a luxury that there are two ways to chance or try to enjoy the time available as much as possible or give time back to individuals. Trivially, for some individuals there is nothing more precious than getting up in the morning and having a coffee to start the day well, taking the time to enjoy a cup of coffee and then going to work (Lipovetsky, 2008).

A concept that may seem far from any possible logic but that can define the fact that each of us can indulge in what is "luxury" (Anon, 2016).

2.1.8 Consumers: purchasing behaviors and lifestyles

The term "consumption" is often linked to the act of buying something. "Buying is a behaviour which mainly derives from an economic nature, consumption on the other hand is not attributable to this nature" strategy (Durif, Roy and Boivin, 2012). Consumption has a semiotic and social function in that, through consumption choices, one has the possibility of communicating its lifestyle. This implies that the choices of one individual can differ from those of one other individual, for this reason the market is in continuous evolution and progressively changes (Kotler & Keller, 2015).

Listening to consumers, fully understanding their expectations and needs, being present throughout the entire purchasing process and creating a dialogue with them, in an experiential multi-channel perspective are some of the key strategies to be put into practice if you want to do it. really the difference.

Consumer behavior is the analysis of the process that involves the consumer during the purchase of a product, which can satisfy him and satisfy his need and request. This whole process is an experience that the customer has and which then leads him to purchase a product or service (Salomon, 2006).

It is always essential to understand what the needs of the consumer himself are, in order to satisfy them in the best possible way. Understanding the

customer and his purchasing techniques is important both for those who produce a certain good and for those who market it, from this they can derive enormously from their competitors (Kotler & Keller, 2015). Furthermore, nowadays we need to push consumers to what is the world of green products, sensitizing individuals is important to keep up with the new trends also recurrently used by marketers, a persuasive sales strategy (Durif, Roy and Boivin , 2012).

When we use the term consumers, we are referring to a very large audience ranging from very young consumers to an older target. Consequently, the items that are purchased can belong to various categories, which therefore lead to a wide range of products that must satisfy the needs and requirements of consumers. Needs can be of various kinds, they can satisfy daily needs, status or even spiritual fulfillment. Therefore, the aim of the is to understand more and more what are the attitudes of the various consumers and what satisfies their needs. From some scholars comes the process in which behavior is analyzed plays a vital role in social, psychological, economic and even cultural life and consequently is becoming a "pioneer of history" (Salomon, 2006).

During the purchase process, a consumer evaluates and makes a decision based on various aspects, the latter can be summarized in five main steps: brand, retailer, quantity, timing and method of payment (Kotler & Keller, 2015). There are also various factors that can influence the finalization of the purchase of a product. Plausible examples could be, lack of time, lack of service and non-existent support from the seller and perceived risk. In all the various cases in which a purchase is interrupted, marketers must analyze the site and understand what are the main reasons for this decision, to try to reduce this (Kotler & Keller, 2015).

Moving on to what is called the purchase of high value goods symbolic. Luxury goods always play an important social function, in how much they allow to enter into relationship with the world that surrounds them individuals through

the search for ostentation (Durif, Roy and Boivin, 2012). The consumption of these goods plays an important role in preferences and choices of products. Consuming visible and recognizable luxury goods allows the affirmation of oneself and one's status. The reasons behind this purchase purpose may still be a pursuit of differentiation. In in this case, the need to own such assets arises from a search for exclusivity: the "snobs" are looking for a limited diffusion of quality products at a price high to meet their need for uniqueness. In other particular cases, the consumer of luxury goods will still seek, through this consumption, of conform to a reference group belonging to a high target of fibula or to differentiate themselves from a less prestigious group. The motivation central to the consumption of goods with a high symbolic value, in this case, is membership of a group Consumer purchase decision models: one descriptive study Ram Komal Prasad and Manoj K. Jha).

2.2 Sustainability

“Sustainability includes how you run your business, and my bottom line includes how you treat your people. Sustainability starts with your staff.” — Tom Douglas, chef, author (Douglas, n.d).

2.2.1 History of sustainability

In the 21st century Sustainability has become a recurrent theme, or what can also be defined as a mantra of our society (Dyllick & Hockerts, 2002, p.130). The concept is becoming a key element for a real change of attitudes and way of living on a worldwide base.

Sustainability, or the term sustainability was first grounded in 1713 by Hans Carl von Carlowitz which worked as administrator of a mine in Germany. In the early 18th century the concept was still taking place in the society but became then well-recognized in the 1987 thanks to the Brundlandt report included in

the book entitled "Our common future", a report where various studies on the word "sustainability" were included and strongly clarified this term and its implication in the society (Glavic´ and Lukman 2007; Kajikawa 2008; Dresner 2008; Swanson and Zhang 2012).

Yet, the true meaning of the concept of sustainability is not clear and shared, it is a broad topic that the research has not yet been completed and its boundaries still have to be defined even though more and more the society is following and shaping through it (Partridge 2011).

2.2.2 Definition of Sustainability

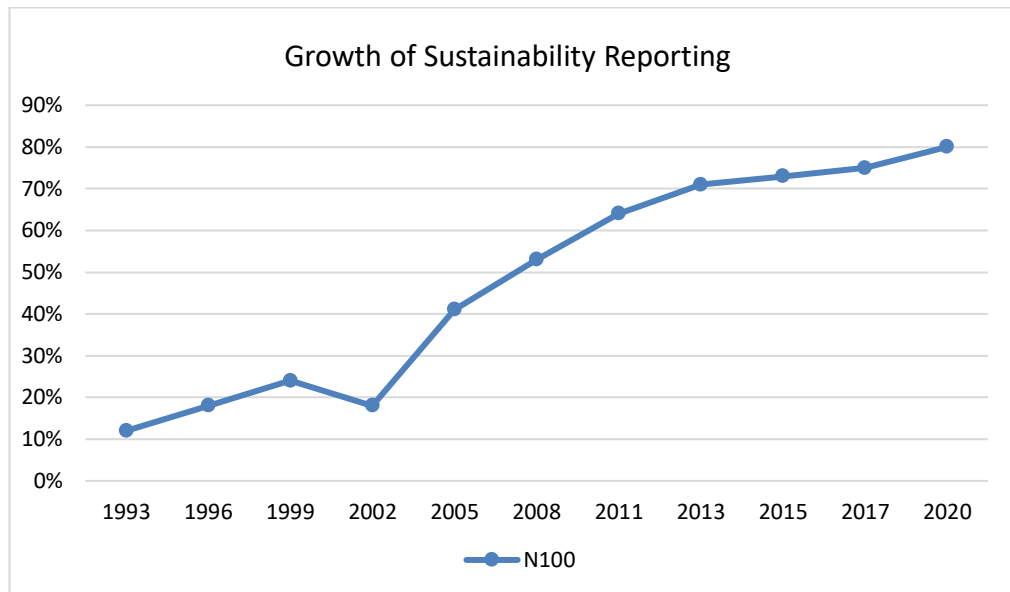
It is still hard to define the term "sustainability" because of the variability of it. Many terms can be associated with this concept, an example can be ethical, green, eco, organic, and responsible. However, one of the most common and neutral definitions is the following " a form of development that meets the needs of the present without compromising the ability for future generations to meet their own needs " (Brundtland Report, 1987, as cited in Montiel, 2008, p. 256). Constant and preferably growing and the prospect of leaving future generations with a quality of life no less than the current one. However, it should be borne in mind that sustainability is a dynamic concept, as the relations between the ecological system and the anthropic system can be influenced by the technological scenario, which, by changing, could loosen some constraints relating, for example, to the use of energy sources (Pfister, Schweighofer and Reichel 2016). The concept, is formed by three main pillars, a union between growth from an economic point of view, quality of the territory and equity from a social perspective.

The first pillar, is that of economic sustainability, that is the ability of an economic system to give life to a stable and continuous growth of economic

indicators. In practical terms, this concept could be defined as the production and maintenance, within the territory, of favorable conditions for economic growth through the correct and effective exploitation of resources (Ellerup Nielson & Thomson, 2007). In this way the products and services of the territory are enhanced and enough income and work are generated to support the population. The second pillar, is that of environmental sustainability and therefore linked to the natural resources we have at our disposal and their conscious use. In order for future generations to enjoy the same benefits that we have today, the adoption of a sustainable model throughout the world is desirable. The pandemic has highlighted how poor management of the environment can cause enormous damage, both from a social and economic point of view (Piacentini, MacFadyen, & Eadie, 2000, as cited in Dahlsrud, 2006, p. 10). At the same time, following the lockdown, we could see a clear improvement in environmental conditions. The third pillar, is social sustainability, an example is the ability to ensure a condition of well-being equally distributed within a system. By well-being we mean safety, health, education, justice, democracy and all those values that are indicators of a healthy state. In recent years, especially after the crisis that began in 2007 and the current one, the welfare state has been heavily affected. As inequalities between the various sections of the population grow, social cohesion decreases and the possibility of creating a sustainable development model disappears (Ellerup Nielson & Thomson, 2007).

Currently, in particular in the business sector various survey have been conducted and resulted in high interest towards the concept of sustainability. One of the most influential surveys conducted was the one that McKinsey did on a global scale back in 2014. The company decided to invest on pursuing this survey in order to enhance the brand identity of the brand itself and by valuing the sustainable approach of the operations as priority nowadays sustainability is the key towards success (McKinsey, 2014). The graph below shows the

growth of sustainability reporting, in 2020 almost 80% of the 100 leader companies reported.



Graph 2: Growth of Sustainability Reporting
Statista, 2021

Overall, sustainability is leading towards a better life quality and is acquiring a lot of relevance both from a consumer and a business perspective. Companies are shaping and tailoring their operations in order to embrace sustainability as core value of the business. The current sustainable industry leaders are banks, F&B, cigarettes and airlines (*DowJones*, 2014). This will lead to higher economic and environmental life quality.

2.2.3 Luxury and sustainability

“Luxury is about history. A luxury brand is a lifestyle concept, and to be sustainable it has to have history including a history of quality merchandise and of real luxury customers.” (Wan, n.d)

Various industries have approached what is sustainable production, until now the luxury sector. The approach to sustainable production has changed entire production processes but also the real business model of luxury brands. Luxury

brands stand out on the market for the distinctive characteristics that the products have, usually the products are mainly purchased for high quality (Kapferer and Bastien, 2012). As in all sectors, the aim of every company is to be able to satisfy the needs and requirements of customers. Consumers are approaching the sustainable world and to better describe the current mindset, the definition that now clarifies this important point is that of the World Commission for the Environment and Development, which sees the sustainable approach as something that 'meeting the needs of the present without compromising the ability of future generations to meet their own needs' (Brundtland Report, 1987, p. 8). The definition how important is the consumption of goods in such a way as not to hinder and destroy what is the nature of the goods.

Taking a step back, it has always been said that luxury cannot be compatible with sustainability are two conflicting words and consequently unethical (Strong, 1997). Luxury as a word that dominates a world of glitz and excess and sustainability on which principles of respect for the best environment are focused to ensure a future for the new generations. The discrepancy of these two can therefore be antithetic (Kapferer, 2015).

The real turning point of the luxury sector towards a more sustainable production, however, was given by mass production also defined as "mass luxury", this marked the turning point (Silverstein & Fiske , 2003). To better understand this new and innovative approach, we need to start from the basis of the luxury business model. The model is based on three main pillars. The first is handmade production, which entails longer processes of production together with fewer stock availability. Second, the supply chain, which focuses on a very controlled and usually family-run product. The third and last is the heritage of products and production (Strong, 1997).

What is called "mass luxury" or mass production which has ruined the identity of the word luxury. The fashion industries wanted to extend the possibility for the masses to own goods considered to be of a higher quality (Kapferer, 2006). It has also been given a name to better clarify the very term "masstige" luxury, the combination of luxury and prestige. This term tries to better delineate the overproduction of luxury goods that lose their value by being mass produced, to broaden their target customers (Silverstein & Fiske, 2003).

Consequently, there is no longer only luxury fashion, but there are three main terms that define this sector: inaccessible, intermediate and accessible. Luxury brand companies, moving to mass production to penetrate an already saturated market at best. This is the effect of globalization, consumerism and a world in which companies, while increasing profits, lose the brand identity or the essential qualities of a luxury brand (Kapferer, 2015).

2.2.4 Core values of the match between sustainability and luxury

"Luxury and sustainability must go hand in hand" (Anon, 2021)

The relationship between luxury and sustainability can be very successful from various point of views. The characteristics which define luxury such as rarity, exclusiveness, quality and uniqueness can strictly connect it with sustainability. Various researchers have stated that this relationship can be very true. An example is the statement elaborated by Guercini and Ranfagni (2013, p. 80) which exposed his idea by stating that both luxury and sustainability have a common point which is rarity and durability and these terms can connect them.

Furthermore, various researches have been conducted. Baker and Jones (2018) after years of deep research found that the two domains can present harmony because both have common qualities che distinguish them. The

graph below provides similarities but also inequalities of both terms (Baker and Jones, 2018).

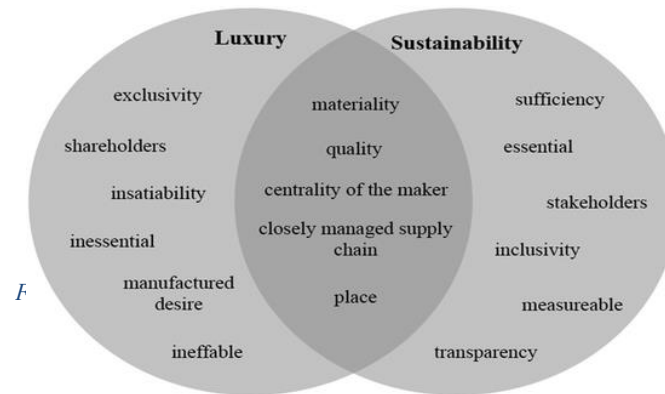


Figure 1: Luxury & Sustainability Characteristics
Baker and Jones, 2018

There is always a recurring problem with regards to sustainability, the perception of consumers is that goods are always more expensive than those that do not follow sustainable processes. However, this point is common to the luxury sector, which as regards the price is always very high, due to the materials, quality and design. The purchase of these goods is therefore considered to be a privilege (Dewey, 2009).

Overall, what can be seen is that sustainability and luxury are very much compatible and combining these two worlds is becoming a winning and trending concept that managers are embracing in most high end luxury industries. Luxury is incorporated into the nature of sustainability principally by rarity. In conclusion, the researcher Gardetti (2016, p.2) stated “sustainable luxury promotes the return to the essence of luxury with its ancestral meaning, the thoughtful purchase, the artisan manufacturing, the beauty of materials in its broadest sense, and the respect for social and environmental issues”.

2.3 Case Study: San Brite

Introduction



Figure 2: Logo
San Brite, 2022

The case study is based on the case of the San Brite restaurant in Cortina d'Ampezzo, a surprising territory, guardian of an authentic beauty that, by supplying itself with the pleasures offered by nature, is able to give its visitors something that smells of harmony, charm, splendor but above all balance. The owners of the restaurant are Riccardo Gaspari, the chef and Ludovica Rubbini, wife and general manager. The restaurant is all about family which is the key ingredient. It has a story strongly pervaded by this territory that for two generations has led Riccardo's grandfather and then father to deal with the mountains, animals, agriculture, establishing a visceral bond with it that can include those who have lived a greasy past of traditions, sacrifices, love, dedication and absolute respect for this territory that has been able to "name" each of our adventures. All started from a stable, then moved to a farmhouse and then "San Brite" is the result of passione and willingness to always do better (Story, 2022).



Figure 3: The family portrait
Story, 2022

Riccardo Gaspari's father, was and still is a cheesemaker and shepherd, which laid down the bases by picking up the raw material, his mother expressed it in the kitchen at Brite De Larieto, the farmhouse where Riccardo grew up and where he fed his primordial passion towards the authentic cuisine of mountain, that genuine and spiritual heritage that constituted his first training. From here you can perceive a DNA that is firmly in line with mountain values, a unique conduct that has made respect for the ingredient a reason for living and cooking.

The evolution of the restaurant

The restaurant was born from a non-trivial history, effort and dedication that led to the birth of San Brite. The story starts with the Chef and owner Gaspari, a champion, competing in downhill skiing in the European Cup, who at the young age of 19 had to interrupt his sports career at home with a physical problem. His parents bought the first restaurant "El-Brite de Larieto" hut, whose name derives from "Brite" which means hut mainly used for the production of dairy products while "Larieto" dervia from Lariceto which means a quarter of an hour from the center of Cortina D'amezzo, back in 2004 and started working in this way, therefore the hut plus the farm work which was previously their main occupation (Bertera, 2020).



Figure 4: Riccardo's mother & father farming
Story, 2022

Mr. Gaspari has always lived the life of a montagan with a lot of passion and already at a young age he began to appreciate the land and animals a lot, helping his parents with the farm. The turning point then came when Mrs. Rubbini joined the farm team at the young age of 22, she was looking for a job having moved to Cortina for love and therefore decided to start helping Gaspari's mother in the restaurant and immediately started to like the gastronomy world also because she always was a great lover of restaurants as a customer, so immediately settled in very well. From there there was all the reflection, they started started making changes, first of all by changing the menu, the tablecloths it's been 15 years since some changes have been slowly but effectively made (Borghese, 2020).

The farm has then taken on more and more ground for its vision, preserving the territory and animals, with a sustainable inptinting, a reality that tries to offer a space to nature by offering a luxury service to customers.

Mrs. Rubbini, who later became Mr. Gaspari's wife, was a great support and stimulus for the growth of the restaurant, the precious shoulder of the chef. She manages the malaga, the dairy and the premises. There was a major turning point for chef Gaspari, as a diner by the great chef Bottura he was delighted by the combinations, the search for raw materials and the service. Chef Bottura grew a lot in Gaspari's ability and gave him the opportunity to follow a course with him for two months, this meeting was the turning point (Bertera, 2020).

Bottura's techniques and passion then pushed chef Gaspari to get involved again by opening the San Brite, a former garage where the parents once kept the tractors transformed into a neo-starred restaurant. In addition to the design of the restaurant, the location is extremely suggestive, dominated by the Dolomites and mainly by the Tofane dolomites (Story, 2022).

A restaurant that embraces all the flavors of the territory, offering its guests a welcoming place, a regenerative cuisine in the heart of the Dolomites. Thanks to the great stimuli and the desire to never stop always trying to amaze the diners, offering a unique service of its kind, the restaurant is able to earn a michelin star, thanks to their vision, trying to use 70% of the materials produced by them, 30% of the rest trying to buy it from other producers in the area who helped me to reach the current goal. Together with this milestone, in the last year they have also been awarded the green michelin star, which, as expressed by Ludovica, is by far the most important recognition of all. According to her, "Life should be lived to the fullest trying to grasp the positive things from every experience, situation and everyday life, life is one and we don't have time to devote time to negative things".



Figure 5: The essence of the restaurant
San Brite, 2022

The key elements & vision

The vision is to improve every day. Mrs. Rubbini expresses the fact that she has a new vision every day. Mr. Gasapri and Mrs. Rubbini have a great ambition and that is to always do things at reaching the 100%, for them it is very important according to their life philosophy it's always true but when you get to a goal and you reach it immediately another goal is set, so in the end there is no real vision. The one goal is to work as well as they can, in order for their restaurant to become a place where people come to work or eat from all over the world, an inspirational place for people. The consumer response is already very positive, they reach a very large audience and are without realising it we are

become an inspiration for many. An example could be, there are a lot of young people who don't want to work in restaurants anymore because they've been burned, they've had bad moments, and they come back to work with San Brite, because they trust them and believe in their project.

These are beautiful things, which state the fact that they very much value every aspect of the business but the key element is the team, the individuals that compose the business. Evolving, moving forward and always trying to give the best.

From cooking to art

The construction of a dish is a wonderful moment. The creation of a dish follows very specific steps:

1. Customer research
2. Seasonality
3. Research of the raw materials
4. Execution of the dish
5. Tasting
6. Wine Paring
7. Finalization

The first step is the evaluation of the people desires, they put themselves in the shoes of a customer, the walk in the restaurant, in the mountains, what would they like to eat? What would they expect from a mountain cuisine? So this step is what is defined as customer research. What needs to be seen is if the product is actually tied to the culture of the restaurant, and so for example if someone comes to the San Brite and asks for lobster, they will not be prepared to meet this requirement. Building a route, creating and analysing what people want to eat (Sanbrite, 2022).

Secondly, there's the question of trying to understand what went best and what went worst last season, so what menu and what dishes people liked. The

team is questioned, which dishes were the most popular and which were the most criticised throughout the season.

Furthermore, the research for the raw materials that will then compose the plate come. Chef Gaspari says that what nature offers is what they will be serving, based on this, the creation of the plate starts. Mrs. Rubbini explained for a long time they have made the cheek of beef and the remaining part of the beef was left over and then they started to remove the cheek of beef and put the diaphragm, considering the fact that for the vison they have no waste is accepted, they use the whole animal.

Furthermore, chef Gaspari talks to his father and tries to understand the product to be used and tries to create a dish around it. At this point, having decided the raw material, he starts thinking about the side dish, the type of cooking to try to achieve a perfect balance. Subsequently there is the tasting, they understand if it is more of a tasting menu dish or a carte dish, if it is a dish that can work more at San Brite than at El Brite. Moreover, they try to build a story around the dish. Then there is the creative part that takes place in the kitchen, so the choice of pottery, how it is served, whether the waiter should finish the sauce at the table, whether the dish comes out finished from the kitchen, what kind of cutlery should go there. Finally, the pairing step, which is to think about which wine would go well with it, and the story of the waiters. They always start with the product they have at home and make an analysis with what they can satisfy.



Figure 7: The plating photography
San Brite, 2022

Plating Strategy

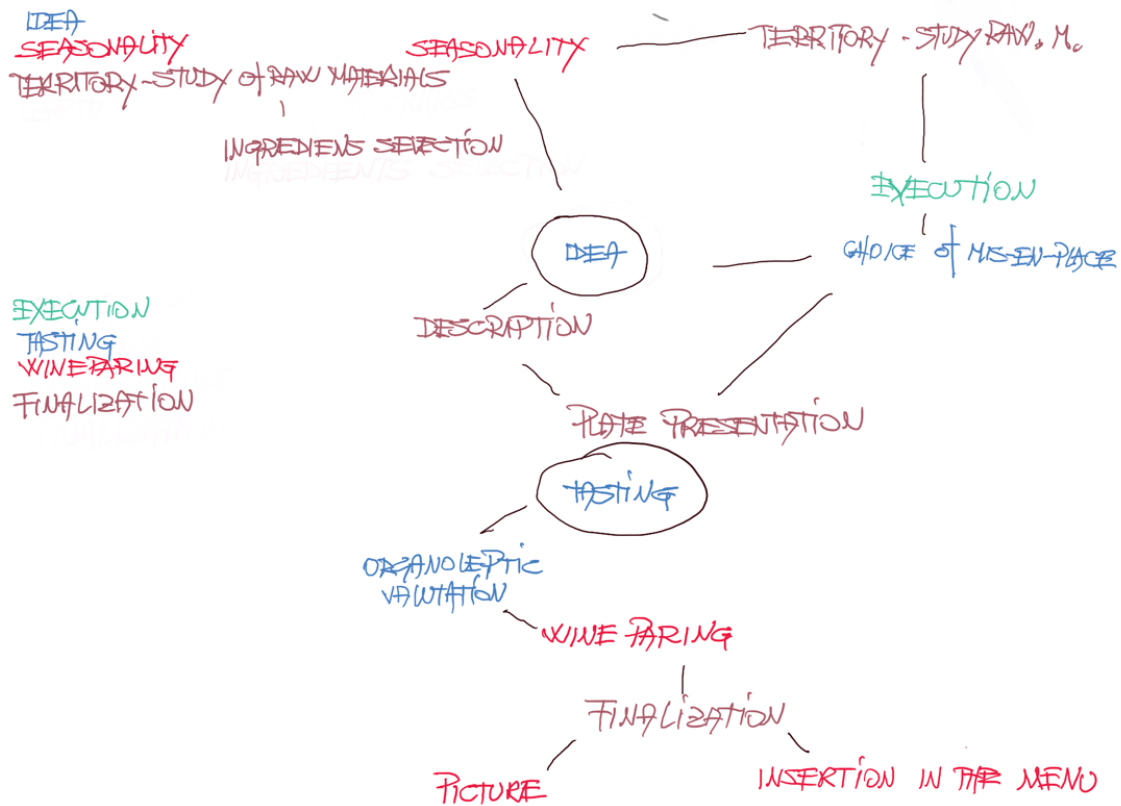


Figure 8: The plating strategy
Riccardo, owner & chef

The sustainability concepts



Figure 9: The raw material selection
Story, 2022

Sustainability is lately been defined in various terms, but everyone talks about it without even knowing the subject well. Sustainability being considered a very broad topic it not only visioned as waste but can concern many other

aspects of daily life. For this reason, San Brite decided to defined their vision “Cucina Rigenerativa” which means, regenerative cooking.

The chef Gaspari expresses his restaurant as a place where all is about pleasure, quality and preservation of the territory.

“My restaurant is the place where I would like to build a path of change. Change the vision of cooking, dishes, recipes. I would like each part of the process not to be separate, but to move in a circular fashion.

From the earth to the plate, from the plate to nature " (Sanbrite, 2022).

“Cucina rigenerativa”, is defined based on the selection of the ingredients, the chef's mood represents the essence of the dishes. It is an ancient mountain cuisine, what the earth offers, and what nature offers us. All produced by them or by small local companies.

A real dish according to the chef must allow the diner to close their eyes and identify with the territory by taking a journey into the past, in a world where everything had a different and natural flavor. We are not just talking about sustainability, but also about innovation that put together lead us to "regeneration". Regenerative because, the restaurant system is based on an idea of circular economy, every element of the supply chain moves in a circular way: everyone feeds on what they produce, feeds guests in the same way and all waste is given to the their animals and they reward us, for example the cows with fresh milk every morning.

In three steps "regenerative" is:

- Care of the territory
- Production choice technique
- Value to spread

A circular, reciprocal service between man, earth and nature.

The elements of “Cucina Rigenerativa”

The simplicity of the elements is what enables the concept to be defined as art of cooking, as food of the future, a sincere food, a food without manipulation, a coherent food.

The regeneration concept starts from the “rigenerative agriculture” which draws attention to environmentally friendly food production, which is increasingly meeting the favor of consumers.

Collaborate with the territory by regenerating everything that is produced and consumed (Sanbrite, 2020)

There are two fundamental concepts that better explain this practice:

1. Cultural diversification
2. Embracing the family traditions as well defined as knowledge of the past.

The simplification of manufacturing processes, getting closer to what is innovation, trying to live in a sustainable way, making people's work that way. This method is nothing more than the intersection of past and modern knowledge put together (Borghese, 2020)

A kitchen that respects the integrity of the product, working it intelligently without prolonging the manufacturing processes, but creating a circularity and regeneration of each element.

Byproduct, is one of the most valuable ingredients, dairy wastewater is completely free of toxic agents or inhibitors of bacterial activity, but, due to its high organic content, it cannot be discharged directly into water bodies and is not always easy to treat in municipal consortium purification plants. They extract mineral salts and sugar from it and use it in the kitchen. For the last two

years the chef Gaspari has not used more sugar to his preparations, but only ingredients which were natural, healthy and with a good protein intake.



Figure 10: The dairy production
Story, 2022

Vegetables, the botanic garden of the restaurant offers a wide variety of vegetables depending on the season. The first thing during the harvest of the vegetables is to smell them, on the basis of this they understand the true essence, from the scent that remains between the hands and the sense of smell. The flavor of each dish starts from here (Borghese, 2020)

The goal of chef Gaspari and Mrs. Rubbini is to build an education of taste around their vision, that is to change the vision starting from the choice of the raw material.



Figure 11: The vegetables from the garden
Story, 2022

The green Michelin star award

The Green Star is an award that rewards restaurants at the forefront of sustainability, those who take responsibility for the ethical and environmental consequences of their business and who work with "sustainable" producers and suppliers to avoid waste and reduce, or better still clear, plastic and other non-recyclable materials from their supply chain (MICHELIN Guide UK Editorial Team, 2022).

To decide who to assign it to, the judges evaluated aspects such as respect for the environment, the methods of procuring raw materials, the fight against food waste, proper waste management, energy impact, work ethics (MICHELIN Guide UK Editorial Team, 2022). Simply looking for those who give their best in their commitment to sustainability. The research is conducted on site and in the office, examining for example:

- use of local and seasonal ingredients
- product quality, including biological, biodynamic and ethical origin
- low energy impact in the use of resources
- composition of menus
- initiatives for waste reduction, including zero waste policies
- disposal, reuse and recycling of waste
- communication and passion shown by the chef and staff on the subject
- creative initiatives in the environmental field
- communication and passion shown by the chef and staff on the subject
- creative initiatives in the environmental field
- collaboration with the local community

(MICHELIN Guide UK Editorial Team, 2022)

The restaurant San Brite was selected in 2022 and awarded the Green star Michelin restaurant in the top 30 green restaurants in Italy. Mrs Rubbini,

expresses her recognition towards the Michelin guide saying: “I have to say a few words in favour of Michelin in the sense that it is actually the most serious guide we know at the moment.” For their business green star is not only the star of the kitchen but also that of the company (Sanbrite, 2022).

They did not aim to receive this award . They were awarded because they have always followed their heart, Mrs. Rubbini states: “over the years we have always been told that you will never get a star because you don't have pigeon on your menu, but we have always continued to make our cuisine with respect for the company and for nature, and they have rewarded us anyway”. Undoubtedly, what struck Michelin positively was the respect that chef Riccardo and Mrs. Rubbini have for their company: regenerative cooking, animals and the fact that 80% of the menu is produced with their own products. The green star, is considered by chef Riccardo and Mrs. Rubbini an imaginary stamp that tells you that the business is consistent with the message they want to share and give to the consumers (Sanbrite, 2022).

3 Methodology

This chapter will be focusing on researching the significance of the thesis. Firstly, the aim of the topic will be explained. Secondly, the research designs will be briefly introduced and the method used to conduct the research. Furthermore, the collected information will be then analysed and the hypothesis tested.

3.1 Aim

The principal aim of the thesis is to understand the difference between traditional and modern luxury, specifically in the gastronomy and therefore how the term luxury is been redefined by the varied consumer needs together with the sensibilisation of the sustainability concept. The focus of the case study on the “San Brite”, investigates on a modern luxury concept that goes hand in hand with the sustainability one.

3.2 Research Design

The study requires the use of research design to collect data which can then be of support to answer the research questions posed. Research design is a plan that enables the researcher to reach the answer to the hypothesis, this step requires the right information research which leads to important factors connected to the results which are not included in the hypothesis section. Research of primary data can vary and therefore also the collection of information is done through different methods, which are the following: quantitative, qualitative and mixed methods (Creswell, 2014).

The qualitative and quantitative methods can differ but are not completely opposite to each other. The qualitative research relates to individual based on the collection of information that tries to describe a topic rather than measure it: it is about impressions, opinions and points of view. A qualitative survey is less structured and aims to go deeper into the topic at hand to gather

information about people's motivations, thinking and attitudes. All of this on the one hand provides a deep understanding of the research questions, but on the other hand makes it more difficult to analyze the results (Mojahan, 2018). On the other side, the qualitative research is used collect the hard facts, the figures. These are statistical and structured data, which are supportive for drawing general conclusions from the research (Creswell, 2014). These two research methods do not conflict with each other, but in fact they work much better when combined, because they can provide a better result and therefore comprehension of the topic whereas the use of uniquely one method can lead to a broader result. The research of this study will be conducted as a qualitative research. The collection of data will be done in accordance with this selected methods, throughout an interview. The interview will be structured by open-ended questions that will enable the researcher to better acknowledge the vision and real essence of the "San Brite" restaurant. The interview is conducted mainly to collect as much detailed information from an individual point of view. The structured interview will enable the researcher to assemble as much information as possible by following a guided structure of questions (Kvale, 1996).

3.3 Unit of Analysis

The research questions elaborated required a qualitative research method constructed by a in-depth interview. In order to conduct an interview a sample has to be selected, this designed the selection of the unit to be analysed is the most important entity of research for the study. Thanks to the previously elaborated research questions, the focal points of the research can be recognized. The interview will therefore focus on these points which are very significant in order to better explain the aim. The figure below will show the key elements of the topic.



Figure 12: Focus points of the research
Nora Grattoni

The first point relates to the generic term luxury. The luxury concept is the focal point of the study, it aims to state how this simple world can have various interpretations and therefore how the idea of luxury had varied within the years, expanding to a broader and larger market, a new conception of luxury. The impact of modern luxury in the business plays an important role, it has an impact on those who work and those who consume at the restaurant.

The second point is sustainability, a subject that most people still cannot define. This concept conveys with the modern luxury shares the roots with sustainability, both strictly connected to each other. Specifically, how modern luxury is influencing the businesses to closely start a different production and service approach, closer to the idea of circular economy.

Lastly, the word is future, how time will tailor our future what this will be confronting the world with. The aim of the thesis is to deligne how time and sustainability are redefining the idea of luxury. This deep research is important to outline what are the transations that are closely taking the common luxury towards this idea of modern and precious luxury.

3.4.1 Selection Criteria

The case study selected was chosen by the researcher. The contributor is a restaurant that describes the new revolutionary luxury key. The restaurant was chosen because of it's values, vision and approach under very aspect of the business. Apart from the literature which only delignes the idea od luxury ans

sustainability, the interview is based on an actual family business with all the necessary characteristics that shape the new modern luxury. The pure essence of the owners and the values that they want to share with their clients is the key towards the writer's choice.

3.4.2. Construction of Interview

The interview is constructed based on the structured form, where the questions to be asked are very precise, having already clear the purpose of the research together with the useful data to be collected (Rogers, 2020). The interview may contain:

- Open questions: favor the gathering of a lot of information. These are the classic questions introduced by: how? where is it? what? who? Which? because?...
- Closed questions: foresee a concise answer that is only a yes and a no and allow to collect little information
- Semi-open questions: the answer is implicitly suggested to the interlocutor. They might be introduced by expressions such as Is it true that...? Should be frequent because they do not provide real information, as the answer is influenced by the type of question.

Wright et al., 1989

The interview takes place with the interviewer who manages the interview by asking questions, previously elaborated, to the subject in question (Rogers, 2020).

The question posed where 32 open-ended questions, divided in 4 main sections each designed by a key aspect. The first section concentrated on the collection of personal data of the subject together with a brief overview question on the history of the business, followed by the section about luxury, then on sustainability and lastly on the future vision that the subject has in terms of evolution. The interview was conducted in-person, in Cortina d'Ampezzo and lasted 39 minutes. It was then recorded and subsequently transcribed.

3.4.3 Reflections concerning the interview questions

The interview aims to analyse the case study of the restaurant “San Brite”, in order to shed a light on what sustainability, luxury and future have in common. The question where posed to the respondent in a defined order, so that there was a clear path to be followed. The open-ended questions can lead to further concepts and issues that could expand the information willing to be acquired. The questions where divided in four main sections:

- Personal data & brief introduction of the business
- Luxury
- Sustainability
- Sustainability & Luxury
- Future

Personal data & brief introduction of the business

The first part of the interview concerned personal information, data & a brief introduction of the business. The table below will illustrate the questions and aims related to each of it.

What is your name? May I ask how old you are? Gender? What is your occupation?
Could you introduce your business please: How and when did it start? What role does family and tradition play?
What is your vision? What is your mission?
Which consumer do you target?

Table 1: Peronal data & Business Introduction

The answers to the questions above mentioned have the purpose to enable the researcher to collect general data on the company, in order to allow specific conclusion to be drawn and to highlight possible limitations of the collected data.

This section enables the researcher to strengthen the vision and mission of the restaurant by analyzing the key events that might have turned or influenced

the situation. The purpose is to come across a business that delignes the modern idea of luxury.

Luxury

How would you define luxury? Has luxury changed over the years?
What would you say is the modern definition of luxury?
How do you incorporate luxury into your products? How important is luxury for your business?

Table 2: Questions on luxury

These above mentioned questions aim to investigate on how the restaurant justifies the vision of luxury. The main goal is to understand the perception of within the proceses of the company. Overall, the purpose is to reach the conclusion that the new modern luxury idea of the case study matches to the literature review data in question. It is important to support the main aim of the thesis to strongly clarify and have supporting evidence of the redefinition of luxury through real life examples.

Sustainability

How would you define sustainability?
On a scale from 1 – 10 how important is sustainability?
Why do you think sustainability is important?

Table 3: Questions on Sustainability

The sustainability questions aboved mentioned enable the researcher to have a clearer view of how the company work and how all the processes are done. This ways what can be acknowledged is the values that the comapny wants to transmit and therefore the practices to realize and reach this important concept.

Sustainability & Luxury

How can one combine sustainability with modern luxury?

Table 4: Questions on sustainability & luxury

Understanding the connection between these two concept is important in support to the aim of the thesis. Real life even can strengthen this key point. This is also posed to understand if they are truly connected and can work on the same level. It will be concluded how without sustainable processes, the modern luxury vision would not be able to express values and concrete experience.

Future concept

In what would you like to invest?
--

You were awarded a green Michelin star, what value does this have for you? On what did you focus to achieve this outstanding result?

Where do you see the restaurant in a few years?
--

What is your goal and what would you like to achieve?
--

Table 5 : Questions on future

Reflecting on the future, on how time can lead to different perspective is of vital importance. The issue of future helps to discover how the vision and mission of the business is led by a goal which is deligned by values and awards that can ensure a bright and solid future of the business. The core idea is to see if the owners are willing to go beyond the limits and continue evolving but maintaining the same values.

4 Summary and Interpretation of Interview

In this part, the interview will be analyzed and briefly summarized. The results will be interpreted by dividing the work in three main sections. First of all, the answers given for each question, secondly the answer given by the respondent and the association of each one with the literature review.

4.1 Interpretation of the interviews

Question 1-2-3-4: What is your name? May I ask how old you are? Gender? What is your occupation?

Ludovica, 37, Female.
Got engaged at 22 to Riccardo, language school and fashion industry, currently general manager of El Brite and San Brite.

The interviewed person is Mrs. Rubbini a 37 years old woman, who currently general manager at her own restaurant, where she started her career at 22 years old.

Statistical data is collected in order to better evaluate the aim of the thesis and by understanding the vision and enables the interviewer to get an accurate screening of the respondent.

Question 5-6: Could you introduce your business please: How and when did it start? What role does family and tradition play?

In 2007 at the age of 22, in that year I met Riccardo he had a skiing career, competing in downhill skiing in the European Cup. His parents bought this "El-Brite de Larieto" hut in 2004 and started working in this way, therefore the hut plus the farm. Riccardo spent the summer seasons in the hut with his parents and the winter season on skis. When I Ludovica of Bolognese origin arrived in Cortina, I was looking for an occupation because I could not stay here doing anything and therefore I started helping Riccardo's mother in the restaurant and I immediately started to like the gastronomy world also because I've always been a great lover of restaurants as a customer, so I immediately settled in very well. From there there was all the reflection, we started making changes, we changed the menu, the tablecloths and now we have been working here for 15 years. Since 2021, everything has been in my and Riccardo's hands. My mother-in-law has decided to retire, which has certainly been a fundamental part of it. I believe that our families have been very useful in our lives, in the sense that they have taught us, both mine and his, respect for work, commitment and always having objectives to pursue, this is fundamental for me. I am now the mother of two girls and in my opinion this is often

the problem in young people, parents tend to cover up their children's mistakes and tend not to impose themselves much and in my opinion this is a huge mistake. The role of the family has had a huge impact both in everyday life and at work. My father-in-law is still working, he looks after the animals and is still an integral part of the business. My mother-in-law has detached herself a bit, but she still helps with the administrative side of things, but mostly she's a grandmother now.

The business started being operated by the family of Mrs. Rubbini husband back in 2004. Mrs. Rubbini moved to Cortina because of Mr. Gaspari the owner and chef of the restaurant, who until 2007 was a professional skier. Chef Gaspari then had an injury, stopped skiing and started working with his parents. Ludovica looking for an occupation also started helping and realized it was her world. Both became more passionate and opened a second restaurant San Brite, where to express the whole essence of the family business in a luxury key. The business is since 2021 in the hands of Mrs. Rubbini and chef Gaspari. The mother of chef Gaspari is now concentration on grandmother duties.

The business is guided by a strong belonging to the value of the family. The family is the turning point in any process. The second generation that is carrying on the traditions of the first trying to attract a wider audience that can appreciate all these sacrifices and transform these values into a modern key without debasing them but enriching them with new discoveries.

Question 7-8 : How would you define luxury? How did it change over the years?

For me, luxury is well-being, in the sense that I find that nowadays luxury is extremely linked to people's well-being, and those who have the possibility to choose to feel good belong to this category. We no longer talk about luxury linked to material things. First of all, I find that unlike many years ago, luxury has also completely changed in terms of people's perception. Luxury is also the time to go for an hour walk in the woods, to have an hour to dedicate to your family. On a material level, luxury used to have well-defined parameters; now it is the place that makes you feel good, the material you like, the experience, having people who know how to deal with you in a certain way.

The respondent defines the word luxury as something related to the ones well being, relevant for everyone's life. It is defined as a choice, that each individual can be made, something that is not related to any restricted target of people but is everyone can benefit of it. It was pointed out, that the perception of the luxury word is has radically changed and people have shaped their perspective. Mrs. Rubbini says that time and family values are the main components of this term. It is not something that relates to a materialistic word and to a restricted society. On the contrary it is the pleasure of life which fulfills each one positively, this well-being that can be connected to experiences and things you enjoy is the luxury of life.

The literature on luxury that can be found in the second chapter defines luxury as something "slippery to define" (Cornell, 2002, p.47), the definition is still unclear but usually is described as something of unattainable nature, which is desired by the individuals because of its unicity, quality and high price. Although this vision of the word is the most recurrent back in 1998 a researcher explained its theory on luxury as something that can be related to an enjoyable moment in a lifetime, something no longer only linked to money (Robert, 1998). Furthermore, in 2015 Potavanich stated that the value of an item is given by the process of production (Potavanich, 2015). This leads to the conclusion that luxury is strictly connected to the emotional aspect of one's life.

Luxury entails family and time. Mrs. Rubbini as a young entrepreneur, in addition to having an immeasurable passion for her work which she cares a lot about, is also the mother of two little girls. The family is a very important piece in everyone's life and should never be neglected but always safeguarded and never miss anything. For this reason, time is also of vital importance to her, a key word in the concept of luxury, time is precious and must be exploited to the fullest, completing the work goals but at the same time dedicating time to raise her girls without, if you want something, always find the time to do it.

Question 9: What would you say is the modern definition of luxury?

What I always say to my children is "try to love what you do", to be aware of the fact that we are people who can choose every day what to be and what I try to teach my children is to choose to be you, not to emulate someone or feel at fault because you are different from someone else. Every day you have to choose who to be, every day you choose to be a person who is building something. I'm always very ambitious because I think life is one and I want to break through, because I have to stand still and do 80% of what I can do I want to do 120%. For me the thing that deviates most from my vision is mediocrity, people who don't have ambition. Each of us if we really want something we can achieve it. It's not possible to throw your life away, the time we have is so short that you have to enjoy every moment and that's why I always hope and try to make everyone feel good, my team, my daughters, my clients. I don't understand that you can have bad days, you can't afford it, every day you have to try to take advantage of everything, of a person who treats you badly, of a cry that comes to you ... positivity is the basis of everything.

Mrs. Rubbini defines the modern luxury as a "choice". She give the example of her children, who she tries to stimulate as much as possible to appreciate everything that life offers, also the negative experience could lead to the luxury of learning something. Moreover, she relates this new concept of luxury as a privilege that we all have and which is able to lead us to build the future we want, achieving goals is possible. Feeling good, having the benfit of choice is synonym of enjoyment. She gives an example related to her business and says Life is also luxury, we have one life which cannot be wasted and therefore what she does is try to give the possibility to everyone to enjoy it. The team and the consumers and feel the luxury of well-being.

It is a very broad and open-ended question which had no parameter and the response shows how luxury has shifted to a completely different approach. The response aims to find out how in 2022 individuals analyse and connect the word to experiences. This led to a qualitatively higher perspective of luxury from an emotional point of view, something that is far from the materialism but it's tailored on ones choices. As stated in the literature, we can recall that as stated by Terblanche and Reddy it is something that expresses values and choices, has a character, is a living element (Reddy and Terblanche, 2005).

The modern luxury concept, is choice. The ambition that leads you to choose to be positive and to carry out what one wants. These choices, however, must be targeted to be a luxury because, as always, time is the key but it not infinite, therefore choices have to be aimed at a goal. We are therefore not referring to something material, but to something that comes from the heart, a choice driven by desire.

Question 10: How do you incorporate luxury into your products?

Plating strategy The construction of a dish is a wonderful moment. The creation of a dish follows very specific steps. First of all we analyse what people want to eat, we put ourselves in the shoes of a customer, you come into our restaurant, you're in the mountains, what would you like to eat? You come into our restaurant, you're in the mountains, what would you like to eat, what would you expect from mountain cuisine? So what could be called customer research. We need to see if the product is actually tied to us, and so for example if someone comes to us and asks for lobster, we are not prepared to meet this requirement. Building a route, creating and analysing what people want to eat. Then there's the question of trying to understand what went best and what went worst last season, so what menu and what dishes people liked. We ask our team which dishes were the most popular and which were the most criticised throughout the season. We then create the dish Riccardo says, right now we have of our stable .. these raw materials .. we for example for a long time we have made the cheek of beef and the remaining part of the beef was left over and then we started to remove the cheek of beef and put the diaphragm that was a part we had because we slaughter the beast, we have the whole animal and we have to work it all. So Riccardo talks to his father and tries to understand the product to be used and tries to create a dish around it. At this point, having the raw material, he starts thinking about the side dish, the type of cooking to try to achieve a perfect balance. Then there is the tasting, we understand if it is more of a tasting menu dish or a carte dish, if it is a dish that can work more at San Brite than at El Brite or vice versa. We then try to build a story around the dish. Then there is the creative part that takes place in the kitchen, so the choice of pottery, how it is served, whether the waiter should finish the sauce at the table, whether the dish comes out finished from the kitchen, what kind of cutlery should go there. Finally, the pairing step, which is to think about which wine would go well with it, and the story of the waiters. We always start with the product we have at home and make an analysis with what we can satisfy.

Communication strategy - The best thing is that when a customer comes to us, it's extremely pleasant because it makes you feel right where you are, you close your eyes and you feel like you're in the mountains in a company that produces everything you're eating. That's why it's extremely important that the story that we have with the dishes that we bring to the table is also extremely important for the customer. Our communication on the plate must be something that happens naturally; what we don't like about certain situations is that there is too much communication compared to what is then processed. Nowadays, with the presence of social networks, it's difficult to communicate something and people have to see it, they can't arrive and expect something and be disappointed. This is a very fine line between communication and then what is actually received by the customer. That's why we can't make mistakes, both for ourselves and for our team, they can't work in an environment where customers expect one thing and then there's another. So communication has to be natural, we have to work on the product, how it is served, the

environment and the experience. Then the best communication is the one that the customer himself makes thanks to all the networks he has, the so-called word of mouth.
Food sources - All raw materials are produced by us in respect of our territory and for this reason we try to select all seasonal raw materials.

This questions aims to understanding how luxury is implemented in the restaurant. When summarizing the question response what can be concluded is that everything that the restaurant serves to his consumer has value and is done with passion and without damaging the surrounding nature and animals. First of all, the strategy of compositioning of a plate is very complex but is entirely connected to the local foods, seasonality and to what the nature serves. It's a long process of analysis of the client preferences, of the seasonal raw material and the usage of them all not to create waste. Furthermore, the communication strategy is also part of what leads to define the restaurant luxurious. Mrs. Rubbini explains that they want to communicate to their consumers the pure essence of what they do but trying to transmit to them everything they do and the passion they put in to every single detail. The care they have for the environment together with the care they have in offering an exeptional experience guding the consumer through a sutainable, unique and high quality gastronomic trip. Lastly, what is the last piece to the puzzle is the food sources, Mrs. Rubbini explains that everything they serve is produced wit respect of the earth choosing seasonal raw materials, everything that their own farm and botanic garden can offer.

As stated by Gardetti (2016) sustainable luxury promotes the return to the essence of luxury with its ancestral meaning, the thoughtful purchase, the artisan manufacturing, the beauty of materials in its broadest sense, and the respect for social and environmental issues". Luxury is all about the experience and value attributed to in this case food and gastronomic excellence, given by high quality ingredients together with a prescious analysis of the combination of the various ingredients, that can lead to an exceptional taste experience.

The luxury that is incorporated is therefore a set of values: research, dedication and passion. The restaurant manages to incorporate luxury in every detail because everything moves in a circular way. From the study of the dish through the fruits of nature, from the combination of flavors that lead the customer to travel on that territory with the taste and passion that makes everything more unique and unforgettable.

Question 11: How important is luxury for your business?

So it's important because it's inevitable that our service is not reserved for everyone because it has a cost. So if we have to talk about points of lesser beauty, surely not many people can afford to come and eat with us, not everyone. So if we want to talk about luxury from an economic point of view, we're strictly tied to a high-end clientele. We are, however, open to everything, in the sense that people come simply to see the cowshed and to see the farmhouse and the dairy, and we welcome them all.

The questions aims to understand the value of luxury within the restaurant. The respondent, Mrs. Rubbini, says that unfortunately concerning this aspect of the business we have to talk about a monetary perspective, the service they offer has long and well structured processes that inevitably are not affordable to everyone, they are tied to a high target market of consumers. But since for them it is very important to share the message and vision of their company and would like to give the possibility to a broader public to enjoy there services, are very welcoming to every individual that wants to simply go and visit the farm and the production of dairy products.

In the literature review it is stated that luxury services and good have been defined in a modern key in the last few years but this does not always imply that they are less affordable because defined from a differene perspective. Luxury processes can be sustainable, unique, characteristics that can be attributed because they go through artisanal processes. The products are composed by valuable materials, innovative designs and entirely handmade

production lines, therefore the prices are inevitably higher than other products or services (Brun and Castelli, 2013).

Luxury is therefore also synonymous with cost. A 360 ° service that requires a lot of manpower, research and study to bring to the table a dish that is the equivalent of a work of art, is unfortunately targeted at a high level clientele.

Question 12-13: How would you define sustainability? On a scale from 1 – 10 how important is sustainability?

Sustainability is a very varied topic and the problem is that everyone talks about it, without knowing the subject well. It's not that a person is sustainable because he doesn't drink water from a plastic bottle. It's too broad a topic to be described and defined, so we decided to talk about regenerative cooking because anyone can talk about sustainability without knowing the nature of it. Sustainability is not just about waste, it's about the people who work for you, the hours of work, the stress. It has to be our human reality, our approach to customers, our food. We talked about regenerative cooking because we have the good fortune, having the stable, not to have waste, we use everything left over to the customer as food for the animals, so actually for us this circle is very important.
11, we try to be 100 per cent, even if we could never be. We always try to improve.

The purpose of this question on sustainability is to clearly understand the vision of Mrs. Rubbini. The answer she gave is very genuine in a sense that she believes that it is a very broad topic which people are poorly defining. She thinks that most individuals do not know the real essence of it, for this reason from a business perspective she decided to define their art of cooking "regenerative cooking" in order to differentiate her vision without using the term sustainability that might lead to a different idea. Regenerative because all they serve has a circular life cycle. Mrs. Rubbini states that living in a sustainable way is not only about waste but entails much more than that. For the "San Brite" sustainability on a scale from 1-10 scores sustainability as a vital part of the business giving it a 11.

As the Brundtland Report (1987) it is still very hard to find a clear and concise definition of the term sustainability, what we do know is that it is "a form of development that meets the needs of the present without compromising the

ability for future generations to meet their own needs ". Living in a sustainable way has entail union between growth from an economic point of view, quality of the territory and equity from a social perspective (Pfister, Schweighofer and Reichel 2016).

Sustainability is regeneration. A process that leads to a circular life cycle. An attention to the planet earth and the living beings present on it. A cycle that goes from nature to the table, from the table to nature. Natural processes without processes that damage but that reduce the production of waste to a minimum. Animals feed on waste, and enriching themselves with natural and wholesome foods they continue to produce excellent raw materials.

Question 14: Why do you think sustainability is important?

Because we have a responsibility towards our children, towards the future, towards the people who come to us. We are at the service of the customers and guests of a land that we cannot ruin. Cortina, like other places, is a marvel that the land has given us and we cannot destroy it. We are responsible for this and we must communicate this, especially those of us who have visibility. I believe that we have to be sustainable in everyday life. Since there is so much misinformation, in our own small way we must communicate this.

When it come to defining the importance of sustainability, Ludovica belives it is very important, she defines this importance as a responsibility of each one of us towards the future. She takes the example of the territory where the restaurant is located and she says it is so vital to maintain it, the customer are attracted to that land because of it' immense beauty, our responsibility is to maintain the territory without taking advantage of it.

As discussed in the literature review, sustainability is important and a sustainable approach to everyday's life can constantly grow the prospect of the future generations in oder for them to benefit of a life quality equivalent to the one we are living nowadays (Pfister, Schweighofer and Reichel 2016).

Acting sustainably is a responsibility, as individuals it is important to try to ensure a high quality of life by adapting and respecting the territory and what it offers us. From a point of view of a mother, Ludovica finds sustainability very important because she wants to assure a respectful future to her daughters.

Question 15: Would you define your restaurant as sustainable? If yes, why?

- a. **Km0 food (yes/ no)**
- b. **Research raw materials**

Yes, because as I told you we try to limit waste and feed ourselves with all the raw materials we produce.
All products come from our garden, our land and our animals.
The research is done at home according to the season and the raw materials offered by our gardens and animals.

In regards, to the question related to sustainability in the business, Ludovica answered saying that they try to be as sustainable as possible, trying to reduce waste and to use all raw materials that they produce, everything that their garden, land and animals are able to produce they make use of. Therefore, the restaurant serves seasonal dishes.

Many businesses are trying to shift their processes towards more sustainable friendly ones to preserve the future. McKiksey (2014) started to conduct sustainable surveys in order to enhance priority of this concept and to value the sustainable approach as key towards success for companies.

At the basis of the concept of sustainability there is the research of raw materials, but also the processes through which the raw material is produced, until it is then processed, served to the customer and the waste used to feed the animals. Ludovica and her philosophy and vision perfectly embrace sustainability.

Question 16: Do you think sustainability is a winning concept? If yes, why?

It's a winner because we have a responsibility, we have to work on the knowledge of what we have to do to be sustainable, but we have to be sustainable because we are here, this is the world and we have no other world available. We have to do it in a way that respects nature, the human species, animals and everything around us. Preserving our territory and life is a responsibility.

Ludovica, firmly believes that sustainability is a winning concept because it is a responsibility and we are responsible for preservation of the planet in which we are living in.

Companies are shaping their operation towards sustainability to embrace it as core value leading towards a better life quality and is acquiring a lot of relevance both from a consumer and a business perspective (*DowJones, 2014*).

A winning concept because it is based on one single word, knowledge, this appreciation of the territory, of the raw materials it offers and subsequently the respectful use of such riches that are offered to us without damaging it which can lead to the creation of something exceptionally successful.

Question 17: In what would you like to invest?

We are trying to invest in many things. We are certainly trying to raise awareness and bring young people closer to the idea that we have of sustainability and regenerative culture, and so we would like to grow in terms of being figures who in the future can be guides for a young audience. I don't want to touch the subject of the pandemic, but unfortunately it has marked us and the history of humanity. Now, after all, we must be extremely aware of what has happened, take note of it and try to work on it. The figure of work within the daily life of a young person has changed. Our investment will therefore be to make young people understand that it is possible to work and feel good and that work is not exploitation. Work is an extremely beautiful condition, an opportunity for young people to grow both on a human and entrepreneurial level. We are trying to raise awareness and bring young people closer to this world.

The aim of the question is to understand the direction that the business wants to take for the future. The answer was very clear from Ludovica, she wants to invest in order to be able to reach a larger audience of young people that together with her can share the vision of a sustainability and regenerative culture. She wants to enable the young generations to understand that work

is a pleasure and an opportunity, she wants them to be able to grow with this values.

Most industries are shifting and investing in shifting an expressing the will to share new values and approaches that can be inspiration to younger gerneretaions. The leaders which are firmly spreading this new vision are: banks, F&B, sigaretttes and arlines. The gereneration Alpha, is emerging and will be the first to grow up with these new values and take them as key points of ones life. Awarness on this concept is very important and therefore investing towards will entail a better future for the Generation Alpha (*DowJones, 2014*). This investment will also prodcude a positive return on investment based on higher economic and environmental life quality.

The future is the young generation. Ludovica, having two girls and being a young mother, sees the future in them, the next generation that will carry on the business and investing in enriching young people with knowledge in the field of sustainability and in appreciating the culture of regeneration is also important for them ensure them a better future for the business together with the well-being of the young generation.

Question 18: You were awarded a green Michelin star, what value does this have for you? On what did you focus to achieve this outstanding result?

I have to say a few words in favour of Michelin in the sense that it is actually the most serious guide we know at the moment. We haven't done anything to get close to this award, they are quite far-sighted because it is they who award you, not you who ask for this recognition. We have always followed our heart, over the years we have always been told that you will never get a star because you don't have pigeon on your menu, but we have always continued to make our cuisine with respect for the company and for nature, and they have rewarded us anyway. Undoubtedly what struck Michelin positively was the respect we have for our company, regenerative cooking, animals and the fact that 80% of our menu is produced by the company. When we received the green star this year, it was an even more important recognition than the star because it's a recognition that gives you an imaginary stamp that tells you that you are consistent with what you say. The green star is not only the star of the kitchen but also that of the company.

The Green Michelin star awards was according to Ludovica the most valuable recognition that the restaurant received, she defines it as the most important award because it's not only the star of the chef but also of the company itself. There was no plan for them to achieve it but and for this reason she believe that Michelin is a very serious guide. This star is for them an incentive an to continue with their vision and value because they respected and awarded them for what they are and the express.

As stated in the literature, the Michelin green star is very much a recognition towards a responsible for ethical and environmental business approach. The guide analyses all the processes the methods of procuring raw materials, the fight against food waste, proper waste management, energy impact, work ethics. This is a recognition for a consistent sustainable commitment (MICHELIN Guide UK Editorial Team, 2022).

The Michelin green star a recognition, a real sign of respect for the activities that follow, of the production canons in respect of the environment, making the experience even more unique and commendable.

Question 19: Where do you see the restaurant in a few years?

I ask myself a thousand questions every day, what we are working for. I don't know. I would like our restaurant to become a place where young people can learn a system, beyond the recognition of Michelin stars. We want to aim to create a network of young people that I can trust, who in turn will become guides for other people. A network of young people who can pass on our message to future young people. Create a sustainable place, for example we would like to make an investment and buy electric bikes for our employees and get them around, technical clothing, a company that can become a centre for many young people.

Ludovica states that she aims to create a network of young people that can value life and can further spread the importance of sustainability and preservation of the territory.

A network, "Sustainability includes how you run your business, and my bottom line includes how you treat your people. Sustainability starts with your staff."
— Tom Douglas, chef, author.

More than a restaurant, Ludovica's vision of young positivity is based on the great desire to invest in young people. The creation of a networking of young people who can carry on a philosophy, respecting all individuals and the environment but at the same time with the desire to make everything even more unique and rare in such a way as to stimulate more and more people to support this new vision of luxury service in a sustainable key

Question 20: What is your goal and what would you like to achieve?

Creating a sustainable system that can teach and convey an important message. Taking care of the territory, never stopping and always seeking the best.

The aim of this question is to understand what is the goal of the company and for them, being sustainable is the winning key they want to grow and spread this principle, to preserve the future for the next generation.

Sustainability, but also about innovation that put together lead us to "regeneration". Regenerative because, the restaurant system is based on an idea of circular economy, every element of the supply chain moves in a circular way " (Sanbrite, 2022).

Overall, the business an example of integrity. A family-run business that wants to grow while maintaining its principles and always trying to improve but never changing the traditions that are the values at the base of everything. Care of the territory, the desire to grow and to make new generations grow who can believe in the regenerative kitchen project.

5 Conclusion

The main aim of the thesis was to understand better what redefinition of luxury in the gastronomy. The issues mostly analysed were luxury and sustainability. Moreover, it was examined how luxury and sustainability can be combined and how this can lead to the new modern concept of luxury. Moreover, the research tended to draw the attention how the consumer behavior and lifestyles have changed and how the new Generation Aloha is penetrating the luxury market. At last, the study aimed to show how the correlation between the new modern luxury gastronomy and the influence that sustainability has on it.

Based on the research questions the following result has been elaborated:

Nowadays, the vision has shifted towards something that is defined modern luxury, a luxury that both maintains its characteristics but at the same time changes some values, both linked not only to material things but also to moments that one appreciates, from time that an individual can dedicate to family or something they enjoy doing. Also enriched by processes that can be sustainable and therefore protect the environment.

Many companies are trying to make this key concept of their business to ensure a high quality of life nowadays but also for future generations. Mass production in the world of luxury as well as in other sectors are deleterious and would destroy this quality of life. For this reason, in the luxury sector many companies have started conducting sustainable production processes which led to higher quality and uniqueness of the product itself. This subsequently leads to a higher number of clients. However, there is a common point between sustainability and the luxury sector, the price, which will still be high due to the research of natural materials and the longer processes of production.

Followed by the above mentioned point, the production of luxury goods is shifting towards a more sustainable approach. The response of the consumers towards this shift is overall positive. The new generation Alpha, will be in short the most influencing in the luxury sector, this is a positive point because it is a young generation of individuals which has grown up with the new changes, they are close to sustainability and are supporting this concept. It has been defined as the innovative generation, because open to change but also very quick and responsive to the new trends. It is stated that in a few years this generation will be the leader of the world because of the high independence in the choices they make.

The comparison therefore between the Millennials and the Generation Alpha is quite evident and shows the main difference which is the mentality. Millennials are not very adaptable to changes because they were born in an era which wasn't shifting towards change whereas the generation Alpha thanks mainly to the advent of technology is easily adaptable and willing to experience all variations and changes in the processes.

The changes of the luxury sector have also very much influenced the gastronomy sector. To strengthen this vision of sustainable and luxury gastronomy, the Michelin star guide has also introduced a new award directed to the businesses that have a very sustainable oriented vision and serve exceptional dishes without harming the territory and the nature which offers them exceptional raw materials.

Concerning the above mentioned point, a restaurant that fully embraces this new vision is the San Brite which believes in the territory and its resources but at the same time also believes in the luxury and pleasure of the service.

The above mentioned finding therefore enable the acceptance of the hypothesis, there is therefore a strong relationship between sustainability and luxury. Due to the shifting in the consumer purchasing behaviours, the vision of luxury has also shifted and has adapted to change by approaching the

world of sustainability. For this reason we no longer speak of luxury but of modern luxury, a luxury that incorporates production processes focused on the preservation of the territories which therefore make the products unique and for this reason attract the attention of a wider audience. However, being processes that require time and greater attention in the search for raw materials, they always have a high selling price and are therefore reserved for a high target of consumers. Luxury brands perceive a growing expectation from consumers. And if many of them have already moved with declarations of intent, with the aim of not coming last in the race for sustainability, in the next years we will see if they can keep these commitments and achieve the long-term goal of a sustainable and profitable business. The luxury sector is reacting positively to the consumer needs but still has a long way to reach the goal of a totally sustainable production. In particular luxury fashion industries are responding well but the problem of mass production particularly in the fashion sector persists but time will lead to a ecofriendly. Time, future and sustainability will be the gateway to all industries.

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Appendices

Appendix 1: Sample Questionnaire

1. Statistical and General Background of the business
 - What is your name?
 - May I ask how old you are?
 - Gender?
 - What is your occupation?
 - How long have you been working in this business?
 - Could you introduce your business please:
 - How and when did it start
 - What role does family and tradition play?
 - What is your vision?
 - What is your mission?
 - How has your business evolved over the past years?
 - Which consumer do you target?

1. Questions on Luxury
 - How would you define luxury?
 - Has luxury changed over the years?
 - What would you say is the modern definition of luxury?
 - How do you incorporate luxury into your products?:
 - Plating strategy
 - Communication strategy
 - Food sources
 - How important is luxury for your business?

2. Questions on Sustainability
 - How would you define sustainability?
 - On a scale from 1 – 10 how important is sustainability?
 - Why do you think sustainability is important?
 - How can one combine sustainability with modern luxury?
 - Would you define your restaurant as sustainable? If yes, why?
 - Km0 food (yes/ no)
 - Research raw materials
 - Do you think sustainability is a winning concept? If yes, why?

3. Questions on the Future Evolution of the Business
 - In what would you like to invest?

- You were awarded a green Michelin star, what value does this have for you? On what did you focus to achieve this outstanding result?
- Where do you see the restaurant in a few years?
- What is your goal and what would you like to achieve?

Appendix 2: Interview transcript

Respondent 1

Length of Interview: 39 minutes

Date of Interview: 20.03.2022

Interviewer	What is your name?
Respondent	Ludovica
Interviewer	May I ask how old you are?
Respondent	37
Interviewer	What is your occupation?
Respondent	Got engaged at 22 to Riccardo, language school and fashion industry, currently general manager of El Brite and San Brite.
Interviewer	How long have you been working in this business?
Respondent	15 years
Interviewer	Could you introduce your business please: How and when did it start?
Respondent	in 2007 at the age of 22, in that year I met Riccardo he had a skiing career, competing in downhill skiing in the European Cup. His parents bought this “El-Brite de Larieto” hut in 2004 and started working in this way, therefore the hut plus the farm. Riccardo spent the summer seasons in the hut with his parents and the winter season on skis. When I Ludovica of Bolognese origin arrived in Cortina, I was looking for an occupation because I could not stay here doing anything and therefore I started helping Riccardo's mother in the restaurant and I immediately started to

	<p>like the gastronomy world also because I've always been a great lover of restaurants as a customer, so I immediately settled in very well. From there there was all the reflection, we started making changes, we changed the menu, the tablecloths and now we have been working here for 15 years.</p>
Interviewer	<p>What role does family and tradition play?</p>
Respondent	<p>Since 2021, everything has been in my and Riccardo's hands. My mother-in-law has decided to retire, which has certainly been a fundamental part of it. I believe that our families have been very useful in our lives, in the sense that they have taught us, both mine and his, respect for work, commitment and always having objectives to pursue, this is fundamental for me. I am now the mother of two girls and in my opinion this is often the problem in young people, parents tend to cover up their children's mistakes and tend not to impose themselves much and in my opinion this is a huge mistake. The role of the family has had a huge impact both in everyday life and at work. My father-in-law is still working, he looks after the animals and is still an integral part of the business. My mother-in-law has detached herself a bit, but she still helps with the administrative side of things, but mostly she's a grandmother now.</p>
Interviewer	<p>What is your vision?</p>
Respondent	<p>Our vision is to improve every day. Actually, I have a vision every day. Riccardo and I have a great ambition and that is to always do things at 100%, it's always true but when you get to a goal and you reach it immediately another goal is set, so in the end there is no real vision. Our vision is to work as well as we can, to become a place where people come to work or eat from all over the</p>

	<p>world, so to become a kind of inspiration. We are already becoming that without realising it. For example, there are a lot of young people who don't want to work in theatres anymore because they've been burned, they've had bad moments, and they come back to work with us because they trust us and believe in our project. These are beautiful things. Evolving, moving forward and always trying to give the best.</p>
Interviewer	What is your mission?
Respondent	Work to the best bring people from all over the world.
Interviewer	How has your business evolved over the past years?
Respondent	<p>The moment I met Riccardo, we are extremely compatible, very different but together we created something special. I wouldn't have done anything without Riccardo, but he would have anything without me. We found each other, each has his own task, vision and objective, so this is fundamental. There were many influencing factors. When you receive recognition in life, which can also be the simple client who says 'we did better this time than the last', you always tend to go further.</p>
Interviewer	Which consumer do you target?
Respondent	<p>We have two very different targets, in the sense that our clientele, who have their homes in Cortina, are important Italian entrepreneurs, a high level clientele who have always frequented Cortina as a second home. People who have high expectations, but who feel at home coming to us. We also have customers who come from all over the world, foreigners, people who come just to discover new restaurants and cuisines and who expect something special from us.</p>
Interviewer	How would you define luxury?

Respondent	<p>For me, luxury is well-being, in the sense that I find that nowadays luxury is extremely linked to people's well-being, and those who have the possibility to choose to feel good belong to this category. We no longer talk about luxury linked to material things. First of all, I find that unlike many years ago, luxury has also completely changed in terms of people's perception. Luxury is also the time to go for an hour walk in the woods, to have an hour to dedicate to your family. On a material level, luxury used to have well-defined parameters; now it is the place that makes you feel good, the material you like, the experience, having people who know how to deal with you in a certain way.</p>
Interviewer	<p>Has luxury changed over the years?</p>
Respondent	<p>First of all, I find that unlike many years ago, luxury has also completely changed in terms of people's perceptions. Luxury is also the time to go for an hour walk in the woods, to have an hour to dedicate to your family. On a material level, luxury used to have well-defined parameters; now it is the place that makes you feel good, the material you like, the experience, having people who know how to deal with you in a certain way. You can't even link this word to the simple "it costs a lot" anymore, so from a monetary point of view, of consumerism. Now it's about feeling good and looking for what makes us feel good and gratifies us.</p>
Interviewer	<p>What would you say is the modern definition of luxury?</p>
Respondent	<p>What I always say to my children is "try to love what you do", to be aware of the fact that we are people who can choose every day what to be and what I try to teach my children is to choose to be you, not to emulate someone or feel at fault because you are different from someone else. Every day you have to choose who to be, every day you choose to be a person who is building</p>

	<p>something. I'm always very ambitious because I think life is one and I want to break through, because I have to stand still and do 80% of what I can do I want to do 120%. For me the thing that deviates most from my vision is mediocrity, people who don't have ambition. Each of us if we really want something we can achieve it. It's not possible to throw your life away, the time we have is so short that you have to enjoy every moment and that's why I always hope and try to make everyone feel good, my team, my daughters, my clients. I don't understand that you can have bad days, you can't afford it, every day you have to try to take advantage of everything, of a person who treats you badly, of a cry that comes to you ... positivity is the basis of everything.</p>
<p>Interviewer</p>	<p>How do you incorporate luxury into your products? For example, plating strategy?</p>
<p>Respondent</p>	<p>The construction of a dish is a wonderful moment. The creation of a dish follows very specific steps. First of all we analyse what people want to eat, we put ourselves in the shoes of a customer, you come into our restaurant, you're in the mountains, what would you like to eat? You come into our restaurant, you're in the mountains, what would you like to eat, what would you expect from mountain cuisine? So what could be called customer research. We need to see if the product is actually tied to us, and so for example if someone comes to us and asks for lobster, we are not prepared to meet this requirement. Building a route, creating and analysing what people want to eat. Then there's the question of trying to understand what went best and what went worst last season, so what menu and what dishes people liked. We ask our team which dishes were the most popular and which were the most criticised throughout the season. We then create the dish Riccardo says, right now we have of our stable .. these</p>

	<p>raw materials .. we for example for a long time we have made the cheek of beef and the remaining part of the beef was left over and then we started to remove the cheek of beef and put the diaphragm that was a part we had because we slaughter the beast, we have the whole animal and we have to work it all. So Riccardo talks to his father and tries to understand the product to be used and tries to create a dish around it. At this point, having the raw material, he starts thinking about the side dish, the type of cooking to try to achieve a perfect balance. Then there is the tasting, we understand if it is more of a tasting menu dish or a carte dish, if it is a dish that can work more at San Brite than at El Brite or vice versa. We then try to build a story around the dish. Then there is the creative part that takes place in the kitchen, so the choice of pottery, how it is served, whether the waiter should finish the sauce at the table, whether the dish comes out finished from the kitchen, what kind of cutlery should go there. Finally, the pairing step, which is to think about which wine would go well with it, and the story of the waiters. We always start with the product we have at home and make an analysis with what we can satisfy.</p>
Interviewer	Communication strategy?
Respondent	<p>The best thing is that when a customer comes to us, it's extremely pleasant because it makes you feel right where you are, you close your eyes and you feel like you're in the mountains in a company that produces everything you're eating. That's why it's extremely important that the story that we have with the dishes that we bring to the table is also extremely important for the customer. Our communication on the plate must be something that happens naturally; what we don't like about certain situations is that there is too much communication</p>

	<p>compared to what is then processed. Nowadays, with the presence of social networks, it's difficult to communicate something and people have to see it, they can't arrive and expect something and be disappointed. This is a very fine line between communication and then what is actually received by the customer. That's why we can't make mistakes, both for ourselves and for our team, they can't work in an environment where customers expect one thing and then there's another. So communication has to be natural, we have to work on the product, how it is served, the environment and the experience. Then the best communication is the one that the customer himself makes thanks to all the networks he has, the so-called word of mouth.</p>
Interviewer	Food sources?
Respondent	All raw materials are produced by us in respect of our territory and for this reason we try to select all seasonal raw materials.
Interviewer	How important is luxury for your business?
Respondent	It's important because it's inevitable that our service is not reserved for everyone because it has a cost. So if we have to talk about points of lesser beauty, surely not many people can afford to come and eat with us, not everyone. So if we want to talk about luxury from an economic point of view, we're strictly tied to a high-end clientele. We are, however, open to everything, in the sense that people come simply to see the cowshed and to see the farmhouse and the dairy, and we welcome them all.
Interviewer	How would you define sustainability?
Respondent	Sustainability is a very varied time and the problem is that everyone talks about it, without knowing the subject well. It's not

	<p>that a person is sustainable because he doesn't drink water from a plastic bottle. It's too broad a topic to be described and defined, so we decided to talk about regenerative cooking because anyone can talk about sustainability without knowing the nature of it. Sustainability is not just about waste, it's about the people who work for you, the hours of work, the stress. It has to be our human reality, our approach to customers, our food. We talked about regenerative cooking because we have the good fortune, having the stable, not to have waste, we use everything left over to the customer as food for the animals, so actually for us this circle is very important.</p>
Interviewer	On a scale from 1 – 10 how important is sustainability?
Respondent	11, we try to be 100 per cent, even if we could never be. We always try to improve.
Interviewer	Why do you think sustainability is important?
Respondent	<p>Because we have a responsibility towards our children, towards the future, towards the people who come to us. We are at the service of the customers and guests of a land that we cannot ruin. Cortina, like other places, is a marvel that the land has given us and we cannot destroy it. We are responsible for this and we must communicate this, especially those of us who have visibility. I believe that we have to be sustainable in everyday life. Since there is so much misinformation, in our own small way we must communicate this.</p>
Interviewer	How can one combine sustainability with modern luxury?
Respondent	<p>For me they are extremely connected, in the sense that modern luxury and sustainability together must be a source of life. Luxury today is time, deciding what to do, and this implies that time has to be extremely sustainable because at the end of the day we</p>

	work to feel good. So these two concepts must become one. The word luxury must be broken down into that materialistic idea and we must try to relate it to our own lives and communicate it according to our own schemes.
Interviewer	Would you define your restaurant as sustainable? If yes, why?
Respondent	Yes, because as I told you we try to limit waste and feed ourselves with all the raw materials we produce.
Interviewer	Do you serve Km/0 food, yes or no?
Respondent	All products come from our garden, our land and our animals.
Interviewer	Tell me about the research of raw materials?
Respondent	The research is done at home according to the season and the raw materials offered by our gardens and animals.
Interviewer	Do you think sustainability is a winning concept? If yes, why?
Respondent	It's a winner because we have a responsibility, we have to work on the knowledge of what we have to do to be sustainable, but we have to be sustainable because we are here, this is the world and we have no other world available. We have to do it in a way that respects nature, the human species, animals and everything around us. Preserving our territory and life is a responsibility.
Interviewer	In what would you like to invest?
Respondent	We are trying to invest in many things. We are certainly trying to raise awareness and bring young people closer to the idea that we have of sustainability and regenerative culture, and so we would like to grow in terms of being figures who in the future can be guides for a young audience. I don't want to touch the subject of the pandemic, but unfortunately it has marked us and the history of humanity. Now, after all, we must be extremely aware of what has happened, take note of it and try to work on it. The figure of work within the daily life of a young person has changed.

	<p>Our investment will therefore be to make young people understand that it is possible to work and feel good and that work is not exploitation. Work is an extremely beautiful condition, an opportunity for young people to grow both on a human and entrepreneurial level. We are trying to raise awareness and bring young people closer to this world.</p>
Interviewer	<p>You were awarded a green Michelin star, what value does this have for you? On what did you focus to achieve this outstanding result?</p>
Respondent	<p>I have to say a few words in favour of Michelin in the sense that it is actually the most serious guide we know at the moment. We haven't done anything to get close to this award, they are quite far-sighted because it is they who award you, not you who ask for this recognition. We have always followed our heart, over the years we have always been told that you will never get a star because you don't have pigeon on your menu, but we have always continued to make our cuisine with respect for the company and for nature, and they have rewarded us anyway. Undoubtedly what struck Michelin positively was the respect we have for our company, regenerative cooking, animals and the fact that 80% of our menu is produced by the company. When we received the green star this year, it was an even more important recognition than the star because it's a recognition that gives you an imaginary stamp that tells you that you are consistent with what you say. The green star is not only the star of the kitchen but also that of the company.</p>
Interviewer	<p>Where do you see the restaurant in a few years?</p>
Respondent	<p>I ask myself a thousand questions every day, what we are working for. I don't know. I would like our restaurant to become a place where young people can learn a system, beyond the recognition</p>

	<p>of Michelin stars. We want to aim to create a network of young people that I can trust, who in turn will become guides for other people. A network of young people who can pass on our message to future young people. Create a sustainable place, for example we would like to make an investment and buy electric bikes for our employees and get them around, technical clothing, a company that can become a centre for many young people.</p>
Interviewer	<p>What is your goal and what would you like to achieve?</p>
Respondent	<p>Creating a sustainable system that can teach and convey an important message. Taking care of the territory, never stopping and always seeking the best.</p>