



# CONVIVIUM

WHERE FOOD MEETS PEOPLE

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# BRAND OVERVIEW

## The Convivium concept

Convivium is more than just a restaurant: it's a social hub where guests can connect with new people through a dedicated matching form, enjoy wine tastings, take part in cocktail-making classes, and attend book readings. It serves delicious Italian tapas in a welcoming yet refined atmosphere.

## Vision

At Convivium, dining becomes more than a meal, it's a shared experience. We blend authentic food, cultural moments, and human connection to create evenings that are both meaningful and memorable.

## Mission

At Convivium, our mission is to use food as a bridge between people, creating a welcoming space for strangers and friends share stories, discover new connections and build a sense of community around a table.



## Our Values

-  1. **Connection** - We bring people together through food and shared experiences
-  2. **Authenticity** - Honest flavors, real people, genuine interactions.
-  3. **Experience** - Dining as an immersive, multi-sensory journey.
-  4. **Inclusion** - A welcoming space where everyone feels comfortable, respected, and free to be themselves.
-  5. **Culture** - Each night explores a different cultural layer: wine heritage, literary moments, and creative practices that bring people together.



# PESTEL ANALYSIS

## POLITICAL

- Italy applies several VAT bands; restaurant/catering typically fall under reduced-rate regimes (often 10%) rather than the 22% standard (useful for pricing and margin planning).
- Italy and the Lombardy Region regularly introduce incentives for small and medium food-service businesses, including support for digitalisation, energy-efficient equipment, and new entrepreneurial activities. These programs help restaurants reduce investment costs and encourage innovation in the sector.

## ECONOMIC

- Inflation cooled: 2024 average HICP +1.1% (down from +5.9% in 2023) → input costs more stable for menus.
- In 2024 gross disposable income grows by 2.7% and households purchasing power by 1.3%. Final consumption expenditure increases by 1.7% and households saving rate grows up to 9.0%, from 8.2% in 2023.

## SOCIAL

- In Italy, food consumption outside the home reached €96.4 billion in 2024, representing 34.2% of total food spending and showing a +1.6% increase compared to 2023, confirming the strong and growing role of restaurants and dining experiences in Italian consumer habits.

## TECHNOLOGICAL

- Digitalisation is reshaping Italy's restaurant sector: digital payments have reached €481 billion, online bookings are used by 24.7% of restaurants, food delivery is now worth around €3 billion, and tools like QR-code menus help reduce waste, streamline operations, and enhance the customer experience.
- Moreover, from January 2026, all restaurants and bars will be required to issue digital receipts.
- Nearly 74% of people use social media to decide where to eat, and 68% check a restaurant's social media before visiting.

## ENVIRONMENTAL

- Since 2015, Milan's Food Policy has promoted sustainable and inclusive food systems through five main priorities: ensuring healthy food for all, supporting sustainability, fostering food education, reducing food waste, and encouraging agri-food research.
- With Italy's veg population rising to 9.5% in 2024, Convivium embraces this shift by offering tasting menus and wine pairings that include fully vegetarian and vegan options.

## LEGAL

- Regulates mandatory food information, such as ingredient lists and allergen disclosure, ensuring transparent and compliant menus and wine service.
- Establishes general hygiene standards for all food-business operators, requiring restaurants to apply HACCP procedures, a system that ensures food is handled safely from delivery to service, preventing accidents and contamination

# CUSTOMER TRENDS

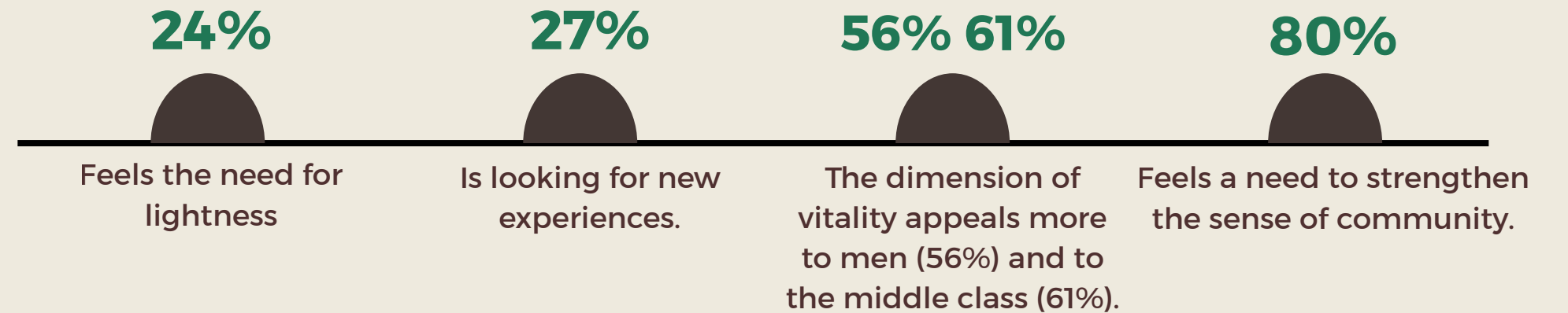


- **The rise of the solo dining:** solo dining is becoming fully normalized across Europe. Indeed, solo dining expenditure grew by +153% between 2010 and 2019. It now represents 15.6% of full-service restaurant visits (vs 9.4% in 2016).
- Dining choices reflect not only what people eat, but how they want to **experience** it. Indeed, 68% say they prefer restaurants that offer **unique** and **memorable moments**.
- Rising interest in concepts that blend food, culture, and social interaction, a perfect fit for Convivium.
- In Italy, the **share of people seeking more social experiences** outside the home has grown from 65% to 70%, while dining-out frequency has risen from 35% to 42% in just one year.
- According to ISTAT, in Italy 55,1% of people above 11 drink wine, it is also the most popular drink.

Customer expenditure in Italy has been **steadily growing** as part of the post-pandemic recovery, with spending on catering rising more sharply than recreational and cultural services across the period.

Infographic depicting **key drivers shaping consumer behaviour**, highlighting their search for ease, novelty, vitality, and a deeper sense of belonging

## Infographic



## Consumer Expenditure per categories



# MARKET TRENDS



## Restaurant Market in Italy

**The restaurant market in Italy is growing:** “The added value of the restaurant services sector is estimated at €59.3 billion in 2024, showing a real increase of 6.3% compared to the pre-pandemic period. Compared to 2023, it records an increase of 1.4%.”

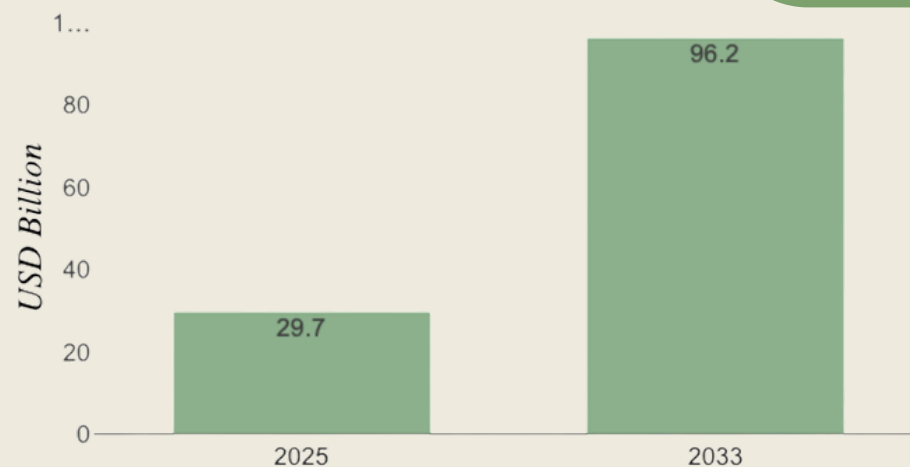
**Specifically in Milan:** “According to data collected by the Camera di Commercio Milano Monza Brianza Lodi, the number of bars and restaurants in the city has increased by 30%, rising from around 6,000 establishments to more than 8,000 businesses.”

## What consumers expect

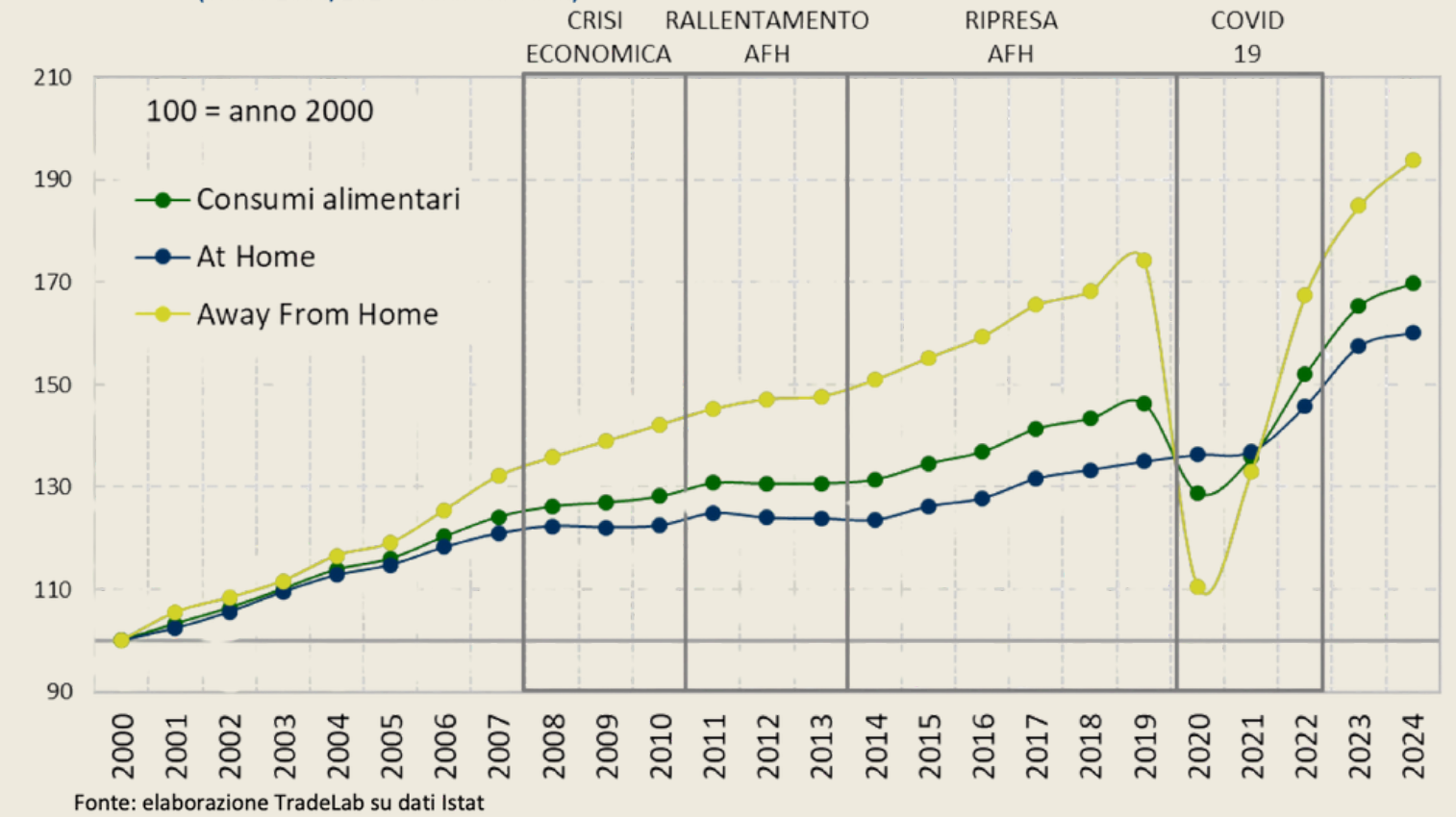
**Serving good food is no longer enough** “how they eat, not just what they eat”. In a study conducted in July 2025, 68% of consumers said they prefer restaurants that offer “unique experiences”.

**Innovation is important:** Restaurants are responding to the experiential shift by offering more personalized experiences, leveraging on the value drivers: Culinary Discovery, Ingredient Excellence, Atmosphere, Personalization and Exclusivity.

**Experiential Dining Market Size in (USD Billion) CAGR Growth Rate 121.60%**



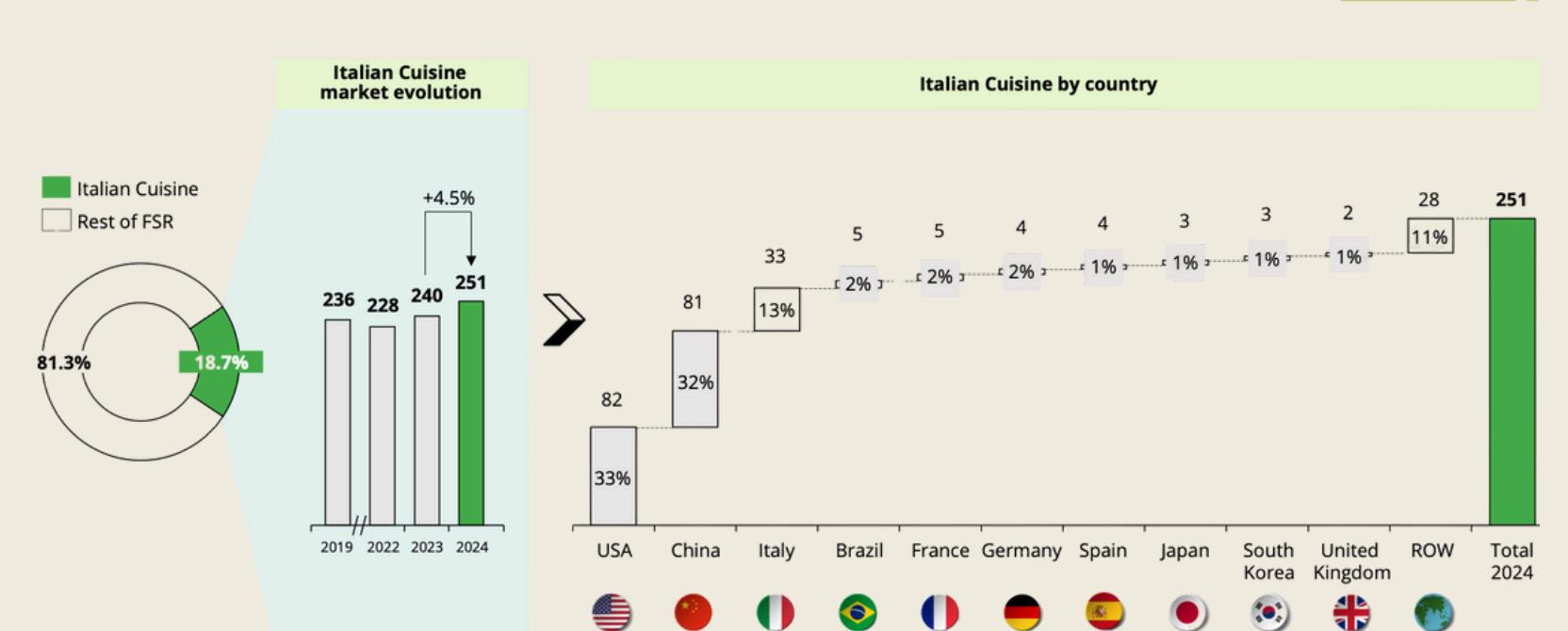
**Fig. 6.1 - Confronto tra l'andamento dei consumi Away From Home e At Home in Italia**  
(Trend 2000/2024 - valori correnti)



## Feasibility

**Interesting around the world:** “Italian cuisine reached €251 billion in 2024, growing by 4.5% year-on-year and representing 19% of the global full-service restaurant market.” This confirms the strong and expanding international appeal of Italian food, making the concept highly replicable across different markets.

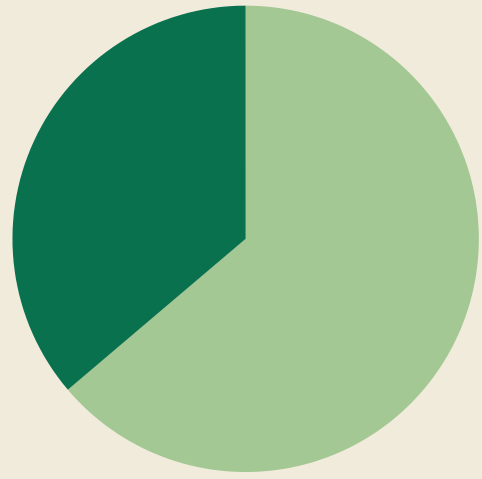
**Italian cuisine market value, 2019-2024**  
(Billion €, Percentage)



# MILAN: ENERGY, AMBITION, AND EMERGING SOLITUDE

## Increase of single-unit families

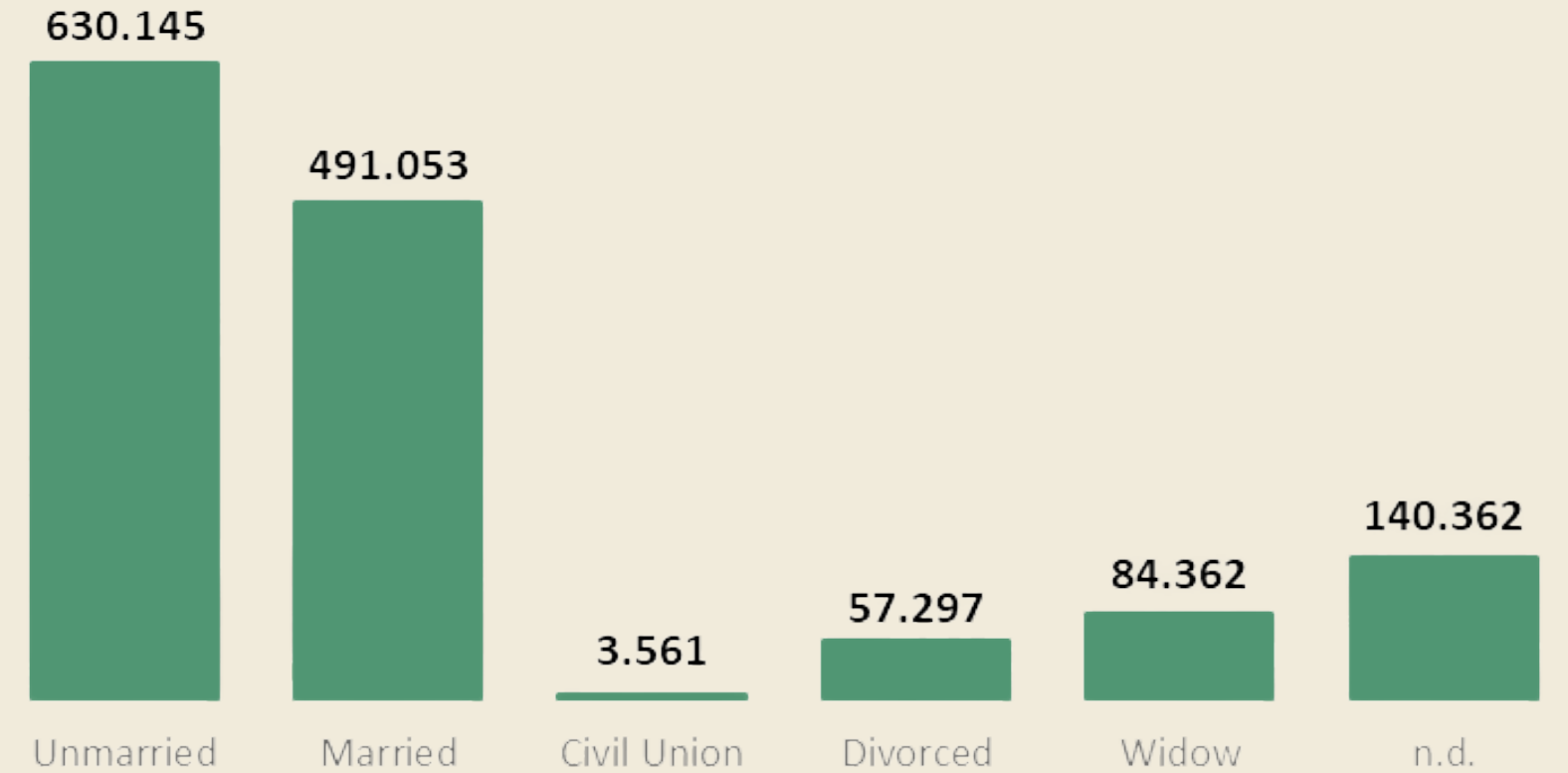
Single-income families  
36.2%



**36.2% of households are made up of single individuals**, a figure linked to declining marriage rates, relationship instability, low fertility, and delayed parenthood. These demographic shifts are fostering new and less traditional family structures.



## Marital Status Population Milan 2024

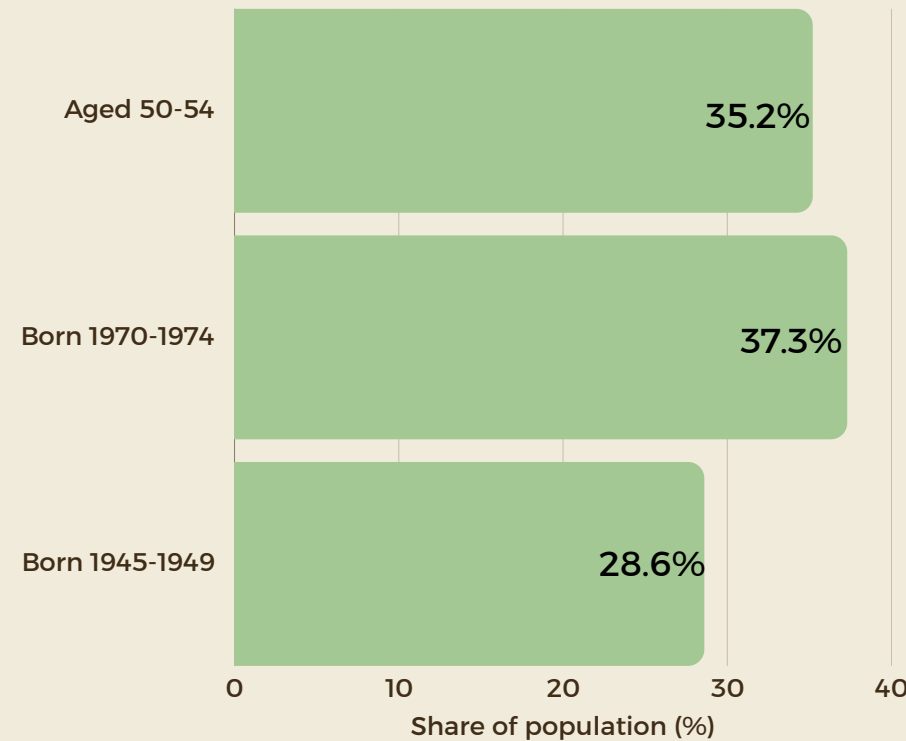


The largest group is unmarried individuals (630,145), clearly standing out from all other categories. This highlights a city where single lifestyles dominate. Married individuals follow (491,053), while divorced, widowed, and civil union groups represent much smaller shares.

**This strong presence of singles suggests a growing market for social engagement, urban living, and individual-focused services in Milan.**

## Index of out-of-home cultural participation

- Meanwhile, **35.2% of people aged 50-54 participate in cultural activities**, showcasing the highest level of social engagement across generations.
- This group, who experienced early adulthood during the socially transformative 1970s, continues to demonstrate strong civic and cultural participation.
- Their engagement offers potential inspiration for new forms of urban community life.



# OUR COMPETITORS

## DIRECT COMPETITORS

EATALY

Alternative dining: Eataly and similar venues organize aperitivi, wine tastings, and cooking classes focused on culinary discovery, mainly educational, not social.



A jazz club and restaurant offering high-quality live music and dining, focused on entertainment rather than social interaction between guests.

SIGNORVINO

Wine bars that host tasting events pairing wines and cheeses. They focus on product and expertise, not on connection or community. Other examples include: N'Ombra de Vin and Enoteca Naturale.

lenottidimilano.com  
loguidochicago



A series of themed events in Milan (music, fashion, art) where food and entertainment mix. However, they target nightlife and exclusivity, not intimacy or meeting new people.

Small portions of fresh fish served as appetizers, meant to be shared and enjoyed with a glass of wine.

## INDIRECT COMPETITORS



A social app that connects people through local events and shared interests, offering informal meetups rather than curated dining experiences.



A dating app that connects people based on mutual interest, focusing on romantic encounters rather than shared social or dining experiences.

## POSITIONING MAP

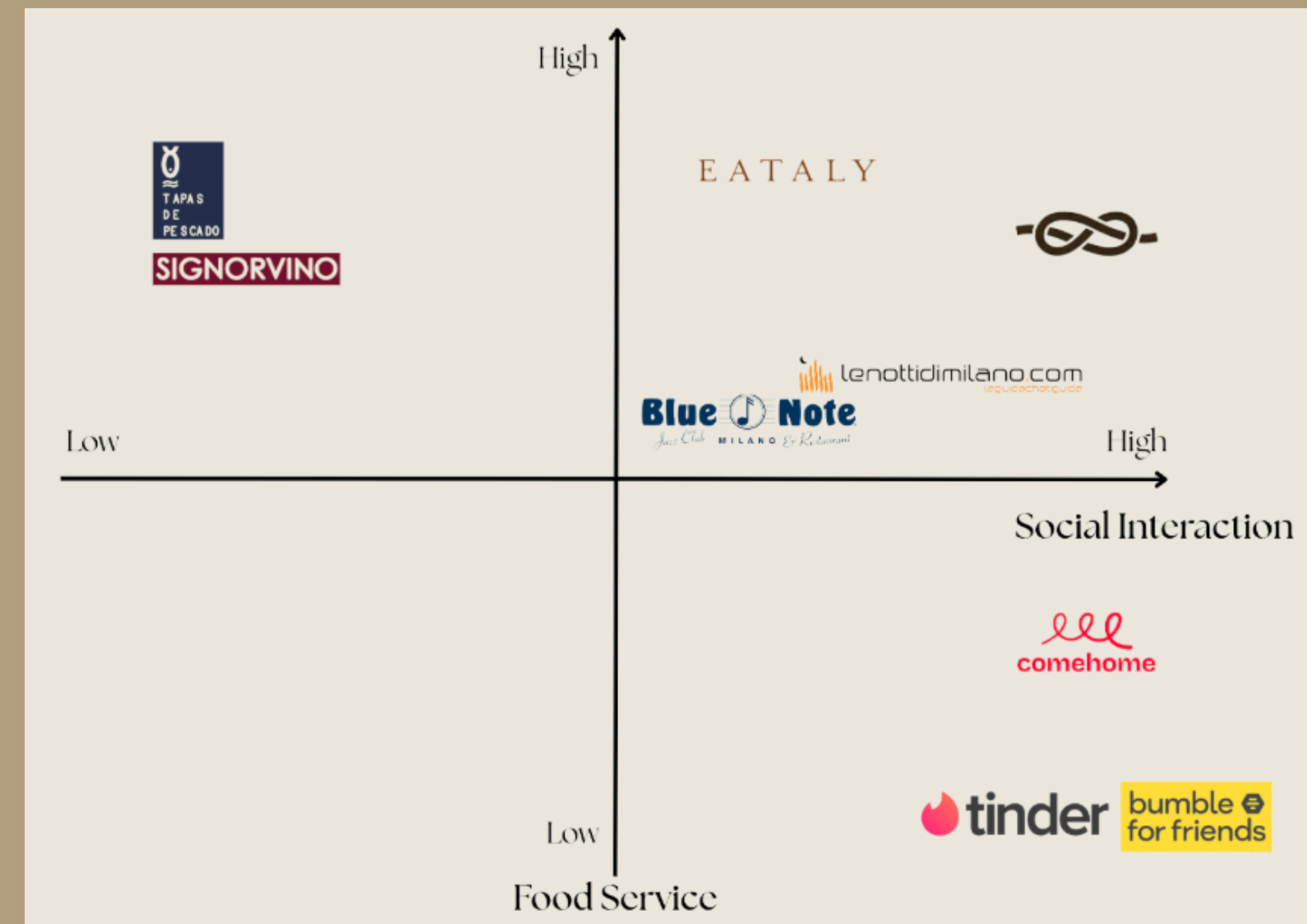


We selected these competitors because they represent the key touchpoints between food, culture, and social connection.

Each reflects a different aspect of our concept, from culinary excellence and event experiences (Eataly, Signorvino, Blue Note) to digital community-building and social discovery (Comehome, Tinder).

However, none combine these dimensions within a single, curated restaurant experience that fosters authentic interaction around the table.

Convivium positions itself uniquely at the intersection of high-quality food service and high social interactions.



# SEGMENTATION



The segmentation is based on behavior: the extent to which people seek social connection and experiential value when dining out.



## THE NEWCOMERS

Those who recently arrived in the city and want to build new connections through shared experiences.

- Millennials (22-35), expats, young professionals
- Medium income, recently relocated for work or study
- Limited local network: social curiosity is high
- Look for “structured sociality” (form + table assignment)
- Appreciate icebreaker activities (wine tasting, mixology)
- Social media: Instagram, Meetup, Eventbrite



## THE SOCIAL SEEKERS

Those who already live in the city but want to expand their social circle and meet new people in an informal context.

- Millennials & Gen X (25-45)
- Medium to high income, singles or small friend groups
- Prefer relaxed formats; not dating, but meeting
- Enjoy guided interactions, shared food, casual networking
- Social media: TikTok, Instagram



## THE EXPERIENCE SEEKER

Those who choose restaurants that offer something more than just dining: unique formats, storytelling, or creative workshops.

- 30-55 years old, professionals, couples or friends
- Medium-high income
- Attracted by new and quality experiences (wine tasting, readings, themed nights)
- Seek value, culture, and novelty over routine
- Social media: Facebook, newsletters, online magazines



## THE COMFORT DINERS

Those who value a cozy atmosphere and good food but are less interested in structured social activities.

- 35-60 years old, couples or small families
- Middle income, traditional taste
- Go out occasionally for a pleasant evening
- Appreciate friendly service and calm ambiance
- Discover new places through reviews and friends



## THE EFFICIENCY EATER

Those who dine for convenience and speed, not experience or connection.

- 20-60 years old, practical mindset
- Low to middle income
- Prefer fast, cheap, solo meals (delivery, take-away)
- Not interested in group formats or events
- Apps: Deliveroo, Glovo, Too Good To Go

# TARGETING



## TARGET 1: YOUNG NEWCOMERS



- **Age:** Roughly 22-35 years old
- **Status:** Workers single or with a significant other, usually no children and little family obligations
- **Lifestyle:** Recently moved to the city (from abroad or another region), building a new routine and social circle
- **Goal:** Discover new places, meet people outside work, and enjoy fresh, social dining experiences that feel inclusive

## TARGET 2: SOCIAL SEEKERS



- **Age:** 30-60
- **Status:** Recently separated or divorced, open to new friendships and experiences
- **Lifestyle:** From young professionals fresh out of relationships to parents seeking new friendships and experiences
- **Goal:** To have fun, try something different, and meet new people while enjoying a relaxed evening out

## TARGET 3: EXPERIENCE SEEKERS



- **Age:** Roughly 35-60 years old
- **Status:** Stable couples looking to expand their social circle
- **Lifestyle:** Live in the city, enjoy going out but want more than the usual dinner (interactive, themed, or shared experiences)
- **Goal:** To spend quality time together while connecting with others in a friendly, welcoming atmosphere

# COSTUMER PERSONAS



## Sofia

- Age: 28
- Location: Milan (recently moved from Spain)
- Occupation: Job seeker in marketing

Sofia is a 28-year-old who has recently relocated to Milan in search of new job opportunities. Having just moved, she doesn't know many people yet and is eager to build new friendships and connections in the city. She's excited to discover new places where she can meet interesting people in a relaxed, social setting. Back in her home country, she often went out with her friends, enjoying experiences like dinners, and creative activities. Visiting the restaurant gives her a chance to recreate that sense of connection she misses: she's thrilled by the opportunity to meet others and plans to return for the mixology class.



## Carla and Bruno

- Age: Carla 52 and Bruno 55
- Location: Milan
- Occupation: Carla Architect and Bruno accountant

Carla and Bruno are a cultured couple in their fifties with two teenage children who are becoming more independent, allowing them to rediscover time for themselves. After years in which they devoted every spare moment to their family and work, they now wish to reconnect as a couple and enrich their social life through new experiences. They appreciate good food, fine wine, and stimulating conversation, often seeking out places that combine culture and a relaxed atmosphere, wanting to unwind after work. The Convivium experience offers a perfect opportunity to unwind and connect with others. If they find the restaurant appealing, they're likely to return for events like book readings.



# POSITIONING

## SOCIAL CONNECTIONS

Convivium was created to bring people closer. In a city that often feels individualistic and rushed, we design moments that encourage real interaction.

These moments allow people to talk, listen, and feel part of something genuine.

Our goal is to make connection natural again through atmosphere, layout, and curated experiences that break the ice and create shared memories. At Convivium, no one really leaves alone, but with a story or a new face they recognise.



## FOOD TO SHARE

Food is at the heart of connection, and our menu is built around the concept of sharing which is why we serve tapas.

Dishes are designed to be passed, discovered, and discussed, combining quality and simplicity. We use seasonal ingredients, warm presentation, and flavours that feel both familiar and surprising.

Dining at Convivium means more than just eating: it's about slowing down, tasting together, and letting the table become a space for conversation.



## ACTIVITIES & LEISURE

We believe that experiences bring people together even before the food.

That's why we curate events every week, including wine tastings, cocktail classes, and readings, all designed to stimulate creativity and dialogue.

These activities transform the evening into a memorable place to learn, share, and meet new people in a relaxed and informal setting. Every event serves as a pretext to connect, and that's what sets Convivium apart.



# A DINNER EXPERIENCE DESIGNED AROUND YOU

Convivium differentiates itself by turning dinner into an **intentional social experience** through its personalised matching form, completed during reservation.

Unlike traditional restaurants where seating is random, our form allows us to curate each table with **purpose**, creating the right atmosphere for **meaningful interaction**.

## Why this differentiates us

- **Personalisation at scale:** Every table is designed around the guests, making each evening unique.
- **Authentic connections:** People are seated with others who share similar moods, interests, or expectations.
- **Inclusive experience:** Solo diners, newcomers, and groups all feel comfortable because the environment is curated and intentional.
- **Enhanced social value:** The form reduces awkwardness, breaks barriers, and makes connection effortless.
- **Unique positioning:** No other restaurant in Milan combines gastronomy with structured social matching, making Convivium a new category of dining.

### As a Result:

**A dinner that feels designed for you, where food, atmosphere, and people align to create a night of genuine connection.**

## How the form works

Guests answer a series of short questions about:

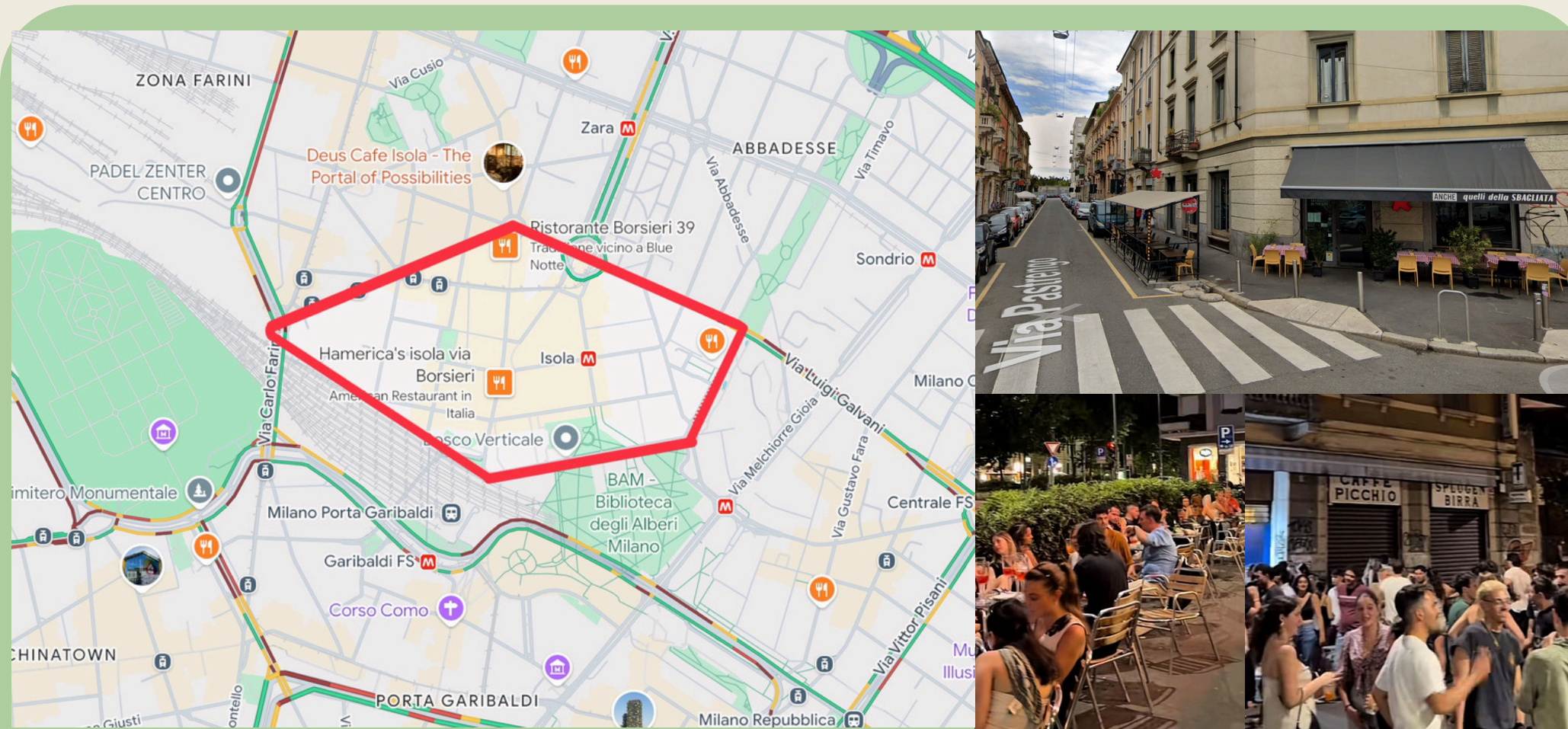
- Age range
- Personal interests
- The vibe they want at the table
- Three things that make them feel at home
- The kind of connections they are open to
- A short “about you” description
- Three words to describe themselves

Website: <https://rabbit-tarpon-8anf.squarespace.com>  
Password: Convivium

The form is divided into two columns. The left column, titled 'Who You are', includes fields for First Name and Last Name, an Age Range dropdown menu, a Phone field, an Email (required) field, a checkbox for 'Sign up for news and updates', a 'When are you coming?' dropdown menu, a 'Where are you from?' field, a 'Your vibe at the table' dropdown menu, and a 'Three things that make you feel at home' field. The right column, titled 'Your passions', features several interest tags: 'Food & Wine', 'Art & Design', 'Books & Culture', 'Sports & Outdoor Activities', 'Travel & People', 'Music & Film', and 'Sustainability'. Below these are dropdown menus for 'Who would you like to meet tonight?' and 'What kind of connection are you open to?'. At the bottom of the right column is a 'A Little More About You' section with a text input field for 'Describe yourself in three words' and a 'Submit' button.



# RETAIL MIX LOCATION



Isola is one of Milan's most dynamic and fast-growing districts, perfectly balancing professional energy and creative culture. Located near Porta Nuova and Porta Garibaldi, it attracts a vibrant community of professionals working in nearby offices and coworking spaces. Well connected by Isola (M5) and Zara (M3) metro stations, it's easily accessible from Centrale Station and northern residential areas.

The ideal area for Convivium would be between Via Pastrengo and the surrounding streets, offering high visibility, steady foot traffic, and more affordable rents compared to the city center, ensuring a sustainable business model.

Its mix of professional presence, accessibility, cultural vitality, and lower costs makes Isola the perfect location for Convivium, a place where people can meet, connect, and unwind through food and culture.

## View from the street

The restaurant's dark metal facade with thick-framed windows and a glowing central sign gives it a fresh and modern look. The partially glazed door and large front window create a sense of openness. This strategy is useful in allowing passersby to glimpse the lively atmosphere inside, while clients maintain their privacy. The design blends elegance and transparency, reflecting the idea of a place where dining, community, and social interaction come together.



Inside, you can see tables arranged for both dining and group interaction, illuminated by soft pendant lights that create an intimate yet communal atmosphere. This approach creates a sense of inclusivity and belonging.

# RETAIL MIX LAYOUT

**THE WOODEN TABLES** - accommodate 4 to 6 people, encouraging conversation and flexibility. This configuration avoids rigid dining arrangements and instead promotes an open, relaxed, and inclusive mood, ideal for shared meals, activities, or social events.



**THE BAR COUNTER** - At the center of the space, a circular bar counter acts as the heart of the venue, as both a visual and functional focal point. This design allows guests to gather around it, creating a natural sense of conviviality and flow.

**WINE CELLAR** - cozy, atmospheric space dedicated to our house wines and a curated selection of premium labels. Ideal for tastings, intimate dinners, and direct bottle purchases.



Total surface area of the main dining space is approximately 120 square meters, complemented by an additional 30 square meters dedicated to the kitchen, restrooms, and staff service area, for a total of about 150 square meters.

**CULTURE CORNER** - a comfortable lounge area with sofas and a curated book selection. Designed for our Reading Nights events, yet open anytime for guests who wish to enjoy dinner in a relaxed setting while browsing a good book.

# RETAIL MIX ASSORTMENT AND SERVICES



## CONVIVIUM EXPERIENCE (Tuesdays, Thursdays, Saturdays)

Guests complete a form before their reservation, providing details about their age range, hobbies, and preferences for the kind of connection they'd like to make. This information helps us curate a personalised table for each guest, where they can share and enjoy a selection of tapas together. This fosters an authentic connection and transforms dinner into a memorable experience.

SINGLES NIGHT: Twice a month, this format is adapted for single people.

## WINE TASTING (Wednesdays)

Each week, Convivium offers a different wine theme, featuring sparkling, still, white, red, or mixed wines from small producers across Lombardy. Guests (25 per session) gather around the central counter for a guided tasting, where each glass is paired with an artisanal cheese and fresh bread. Once the tasting has ended, we will serve our three menu tapas. In this moment, people can decide if they want to move to the table to chat with new people or the people they came with, or they can decide to stay at the counter. At the end of the night, guests can purchase bottles from Convivium's curated in-house cellar.

## MIXOLOGY CLASS (Fridays)

25 guests gather around the counter for an interactive mixology class led by our bartender. In this class, participants will discover different types of alcohol, learn key flavour pairings, and make their own cocktail.

Each week, a different cocktail is featured, and reservations can be made via our online calendar.

After the class, guests enjoy their own creation alongside our special tapas.

## READING NIGHT (Sundays)

Guests arrive at 18:30 and enjoy a live reading session until 19:30 whilst sipping a glass of wine.

The reader will be reading out loud close to the culture corner while the others sit on the sofas and chairs which will be placed in that area. Each week features a different author to attract varied audiences, and different type of reading (poems, short stories, authors night, and emerging writers in collaboration with small local bookstores).

After the reading participants sit at the tables with the people they came with or with new people and enjoy their dinner.





# RETAIL MIX PRICING POLICY

Our pricing policy is based on a careful analysis of comparable venues in Milan offering similar experiential formats. The prices are consistent with those of a premium venue while remaining realistic and aligned with the spending power and economic profile of our target audience.



## CONVIVIUM EXPERIENCE

**Experience includes:** personalised table assignment based on the form + 2 glasses of wine + choice of 4 tapas from one of our curated menus (fish, meat, or vegetarian).

**Price:** €50

50 guests per night – full venue capacity.



## WINE TASTING

**Experience includes:** wine tasting with cheese and bread assortment + choice of one of our curated 3-tapas menus (fish, meat, or vegetarian) + 1 glass of wine. Each week we change between: white, red, sparkling, and still

**Price:** €60

Two sessions per evening: 18:30–20:30 and 21:00–23:00 (max 25 guests per group).



## MIXOLOGY CLASS

**Experience includes:** mixology class + one cocktail + choice of one of our curated 3-tapas menus (fish, meat, or vegetarian).

**Price:** €55

Two sessions per evening: 18:30–20:30 and 21:00–23:00 (max 50 guests total).



## READING NIGHT

**Experience includes:** reading session + 2 glasses of wine (one during reading, one during dinner) + choice of one of our curated 3-tapas menus (fish, meat, or vegetarian).

**Price:** €45

50 guests per night – full venue capacity.

## Our menus

### TAPAS TO SHARE

#### SEAFOOD MENU

- Tartlet with creamed cod and polenta chips
- Cod and potato croquettes with lime mayonnaise
- Seared prawns with Jerusalem artichoke cream and toasted hazelnuts

#### MEAT MENU

- Mini Piedmontese beef tartare with honey mustard and rice crisps
- Warm crostino with South Tyrolean speck and herb ricotta
- Mini Fassona beef burger with light toma cheese fondue and caramelised onion

#### VEGETARIAN MENU

- Beetroot carpaccio with green apple and Grana cheese shavings
- Mini porcini and lentil burger with truffle mayonnaise
- Pumpkin and amaretti croquettes with robiola cream and crispy sage

### WINE TASTING

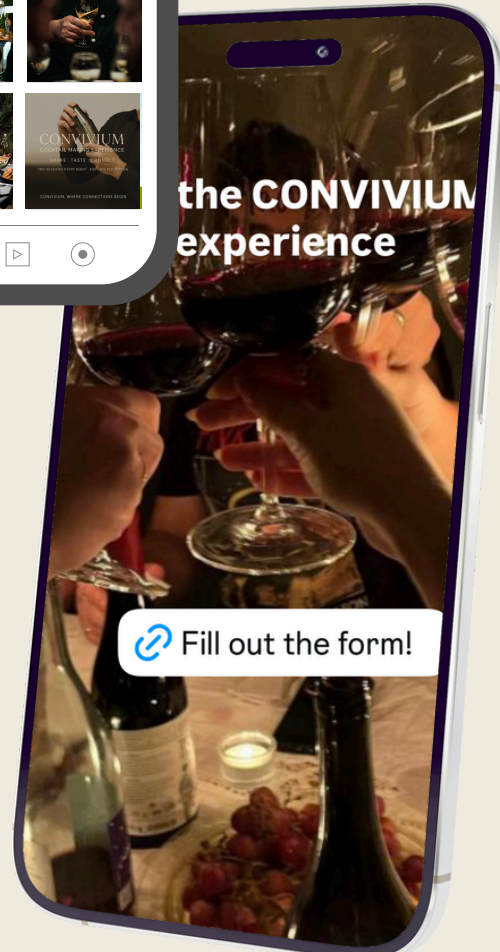
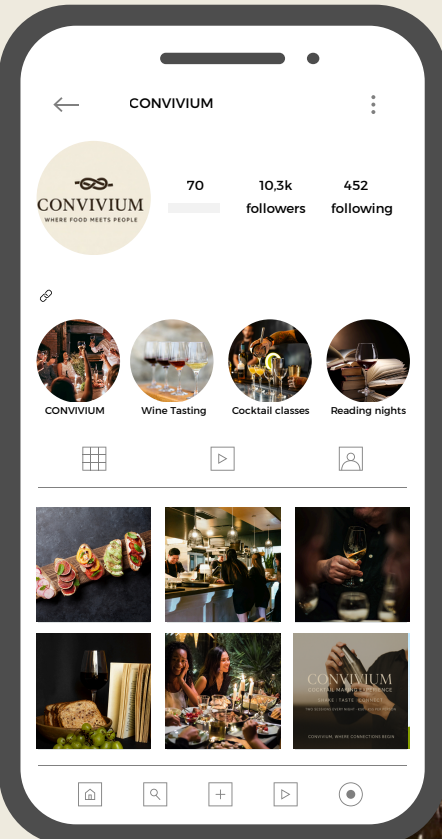
- VALTELLINA SUPERIORE DOCG - NEBBIOLO (CHIAVENNASCA)
- LUGANA DOC - TURBIANA
- FRANCIACORIA DOCG - METODO CLASSICO
- OLTREPÒ PAVESE ROSSO - BARBERA & CROATINA BLEND
- MOSCATO DI SCANZO DOCG - PASSITO RED

### SPECIAL DRINK LIST

- THE FIRST TOAST: Aperitivo Spritz, Prosecco, Ederflower, Rosemary
- COMMON GROUND: Gin, Basil, Cucumber, Lime, Tonic
- MATCH POINT: Tequila, Blood Orange, Chili, Agave
- THE TABLE TALK: Vodka, Grapefruit, Sage, Soda
- UNFILTERED: Red Wine, Black Cherry Shrub, Bitters, Orange Zest
- AFTERGLOW: Rum, Pineapple, Vanilla, Ginger Foam
- THE CONVIVIUM: Champagne, Pear, Lemon, Thyme Honey



# PROMOTIONAL ACTIVITIES: DIGITAL



## SOCIAL MEDIA

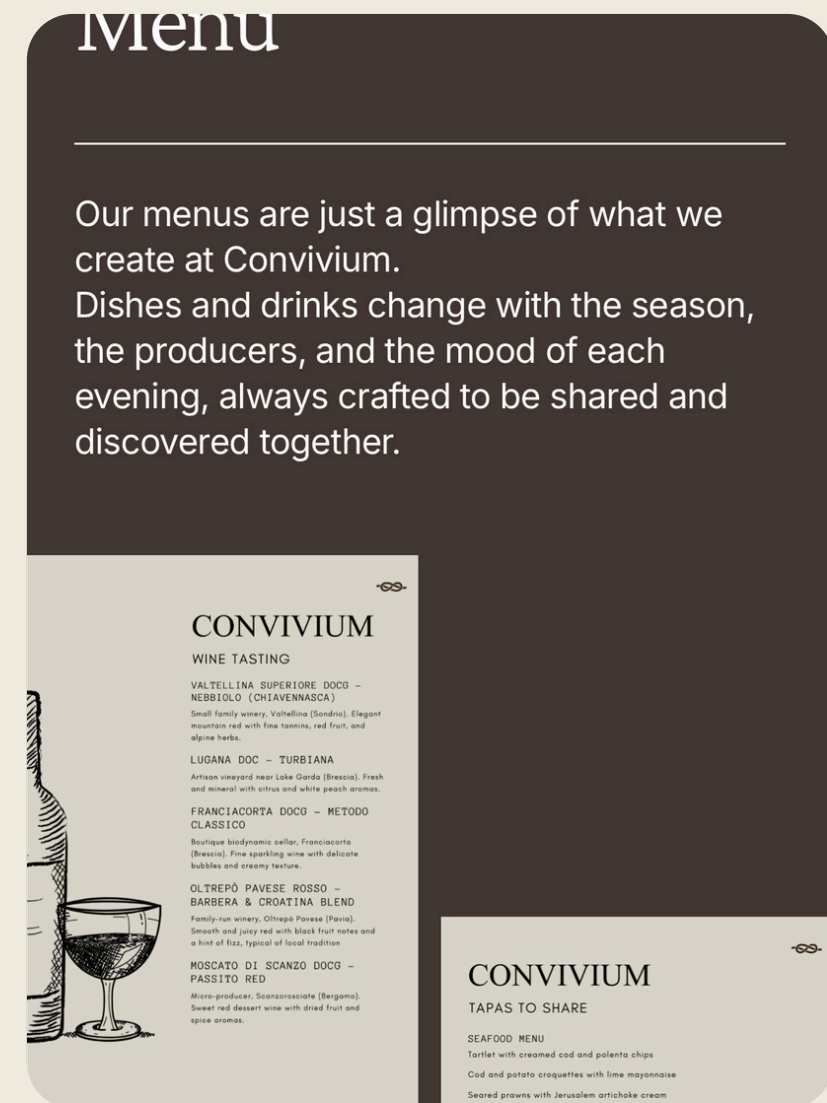
- Publish weekly content series:
  - “This Week at Convivium” (event schedule post)
  - “Behind the Glass” (short reels of atmosphere and people connecting)
  - “Your Match, Your Table” (carousel explaining the form and table curation concept).
- Collaborations with local Milan pages, such as @lestradedimilano, @milanoguide, and @milano.gaina, for reels, event recaps, and collab posts.
- Invite micro-influencers (1-10K followers, lifestyle/food niche) in exchange for authentic content.

## OFFICIAL WEBSITE & NEWSLETTER

- Event Highlights: Explore our three weekly formats - Wine Tasting, Mixology Class, and Reading Night, and book your spot directly for any of these experiences.
- Convivium Experience Form: Fill out the form, so we can assign you to the perfect table.
- Stay Connected: Once registered, you'll receive regular updates about upcoming events via email and SMS

## COMMUNITY & DATING APP COLLABORATIONS

- Partnership with Tinder, Bumble, Comehome, for “social-first” events:
  - “Bumble Wine Night” (form + wine tasting).
  - “Comehome at Convivium” (exclusive evening with mixed tables).
  - “Tinder Mixology Match” (cocktail class + matching experience).



# PROMOTIONAL ACTIVITIES: PHYSICAL



## LOCAL COLLABORATIONS

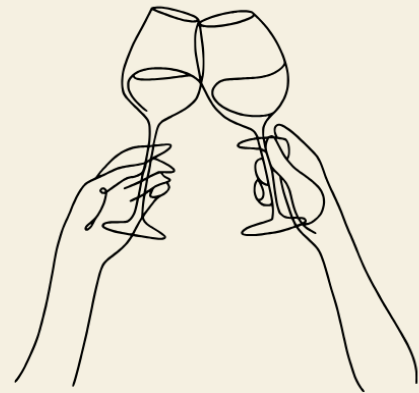
- Bookshops & Cultural Spaces: shared reading events in partnership with small local bookstores.
- “Spotlight On”: monthly collaboration with a local producer (wine, cheese, or bread) to highlight their story and celebrate Made in Italy craftsmanship.



Should we sit  
together?



*Live the Convivium experience*



## POSTCARDS FOR CONNECTION

- Distribute small illustrated postcards with short, evocative lines such as: “Should we sit together?” or “One dinner, one story.”
- On the back, a QR code links directly to event bookings or the weekly calendar, encouraging immediate engagement and participation.

## EXPERIENTIAL MARKETING

- ‘Convivium Live Experience’ is an exclusive preview night, accessible by invitation to local partners, micro-influencers, and a limited number of guests who can book their spot through our social media stories. This event celebrates the opening and introduces the experience’s narrative and key values, ensuring strong storytelling, media visibility, and opportunities for connecting with strangers.



# Our Assumptions:

CONVIVIUM generates predictable, recurring revenue through ticketed experiences:

- 6 events per week (CONVIVIUM Experience, Wine Tasting, Mixology Class, Reading Night)
- Two shifts per event, except Reading Night and CONVIVIUM Experience
- 50 guests per event (25 per shift when applicable), 50 operating weeks
- Pirice range €45 - €60
- Additional revenues: 10% (drinks, extra tapas, bottles)

Occupancy grows progressively, from an estimated 50% to 95%.

## Cost Structure

- COGS: 30% of revenue
- Fixed Operating costs (rent, marketing, utilities, maintenance, insurance) total €293,500/year.
- Costs remain stable at 0% assumed inflation for the first five years
- Rent set at €75,500, based on the Isola market
- Staff Costs: fixed to €150,000 per year with a staff of 6 people (2 servers, 2 cooks, 1 bartender, 1 cleaner)

Total Investment: €200,000:

- €150,000 of Capex
- €50,000 working capital

Financing: 25% equity (€50k), 75% bank loan (€150k) at 5% over 5 years.

Tax rate: 28% applied only on positive adjusted EBT

Loss carryforward applied from Year 1 → Year 2 → Year 3

## Exclusions:

- No walk-in revenue assumed (event-based model)
- Wine list focuses on small Lombardy producers, invited as our wine experts

# BUDGET

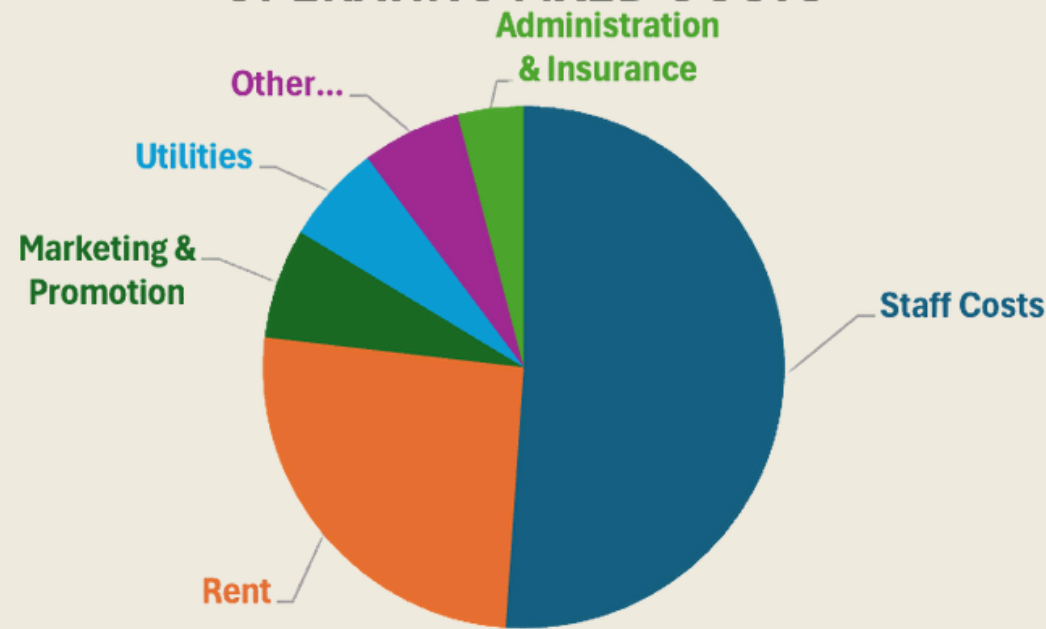


Income Statement					
	Year 1	Year 2	Year 3	Year 4	Year 5
Wine Tasting	75.000,00 €	90.000,00 €	112.500,00 €	135.000,00 €	142.500,00 €
Cocktail Class	68.750,00 €	82.500,00 €	103.125,00 €	123.750,00 €	130.625,00 €
CONVIVIUM Experience	187.500,00 €	225.000,00 €	281.250,00 €	337.500,00 €	356.250,00 €
Reading Night	56.250,00 €	67.500,00 €	84.375,00 €	101.250,00 €	106.875,00 €
<b>Event Revenues</b>	<b>387.500,00 €</b>	<b>465.000,00 €</b>	<b>581.250,00 €</b>	<b>697.500,00 €</b>	<b>736.250,00 €</b>
Additional Revenues	38.750,00 €	46.500,00 €	58.125,00 €	69.750,00 €	73.625,00 €
<b>Total Revenues</b>	<b>426.250,00 €</b>	<b>511.500,00 €</b>	<b>639.375,00 €</b>	<b>767.250,00 €</b>	<b>809.875,00 €</b>
COGS	127.875,00 €	153.450,00 €	191.812,50 €	230.175,00 €	242.962,50 €
<b>Gross Profit</b>	<b>298.375,00 €</b>	<b>358.050,00 €</b>	<b>447.562,50 €</b>	<b>537.075,00 €</b>	<b>566.912,50 €</b>
Staff Costs	150.000,00 €	150.000,00 €	150.000,00 €	150.000,00 €	150.000,00 €
Rent	75.500,00 €	75.500,00 €	75.500,00 €	75.500,00 €	75.500,00 €
Marketing & Promotions	20.000,00 €	20.000,00 €	20.000,00 €	20.000,00 €	20.000,00 €
Utilities (Water, Gas, Electricity, Internet)	18.000,00 €	18.000,00 €	18.000,00 €	18.000,00 €	18.000,00 €
Other Fixed Costs (Maintenance, Licenses)	18.000,00 €	18.000,00 €	18.000,00 €	18.000,00 €	18.000,00 €
Administration & Insurance	12.000,00 €	12.000,00 €	12.000,00 €	12.000,00 €	12.000,00 €
<b>Total Operating Expenses</b>	<b>293.500,00 €</b>	<b>293.500,00 €</b>	<b>293.500,00 €</b>	<b>293.500,00 €</b>	<b>293.500,00 €</b>
<b>EBITDA</b>	<b>4.875,00 €</b>	<b>64.550,00 €</b>	<b>154.062,50 €</b>	<b>243.575,00 €</b>	<b>273.412,50 €</b>
Amortization	30.000,00 €	30.000,00 €	30.000,00 €	30.000,00 €	30.000,00 €
<b>Operating Income (EBIT)</b>	<b>- 25.125,00 €</b>	<b>34.550,00 €</b>	<b>124.062,50 €</b>	<b>213.575,00 €</b>	<b>243.412,50 €</b>
Interest Expenses	7.500,00 €	6.000,00 €	4.500,00 €	3.000,00 €	1.500,00 €
<b>EBT</b>	<b>- 32.625,00 €</b>	<b>28.550,00 €</b>	<b>119.562,50 €</b>	<b>210.575,00 €</b>	<b>241.912,50 €</b>
Loss	- €	- 32.625,00 €	- 4.075,00 €	- €	- €
<b>EBT adjusted</b>	<b>- 32.625,00 €</b>	<b>- 4.075,00 €</b>	<b>115.487,50 €</b>	<b>210.575,00 €</b>	<b>241.912,50 €</b>
Taxes	- €	- €	32.336,50 €	58.961,00 €	67.735,50 €
<b>Net Profit</b>	<b>- 32.625,00 €</b>	<b>- 4.075,00 €</b>	<b>83.151,00 €</b>	<b>151.614,00 €</b>	<b>174.177,00 €</b>



# FINANCIAL KPI'S

## OPERATING FIXED COSTS

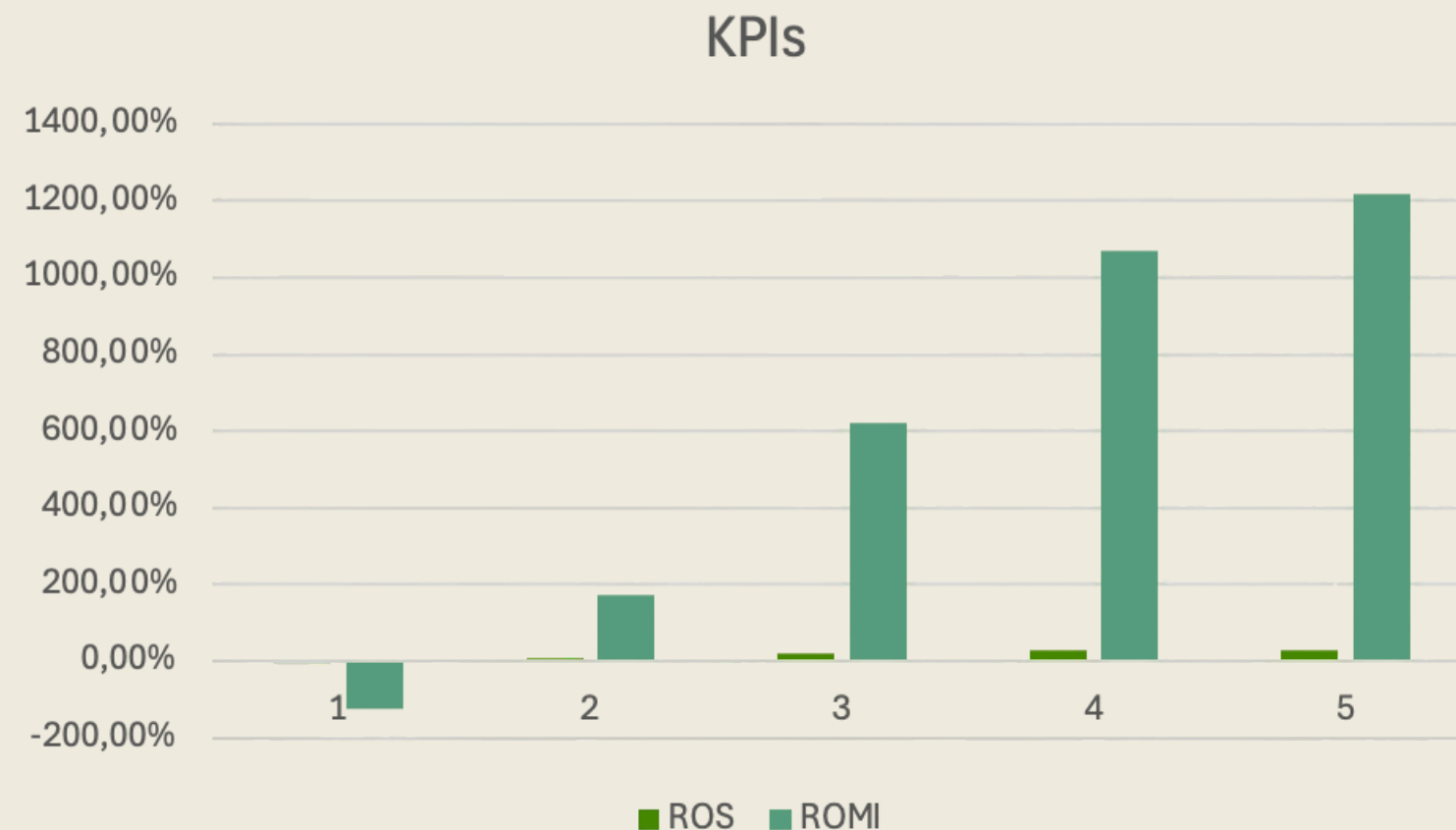


Convivium cost structure is **stable and predictable**. Staff represents the largest share, consistent with a hospitality business focused on service and experience. Rent is second-largest cost with the Isola location. All other operating expenses represent only a small portion of total costs. Stability is key: fixed costs remain constant across all five years, allowing revenues to recoup losses.

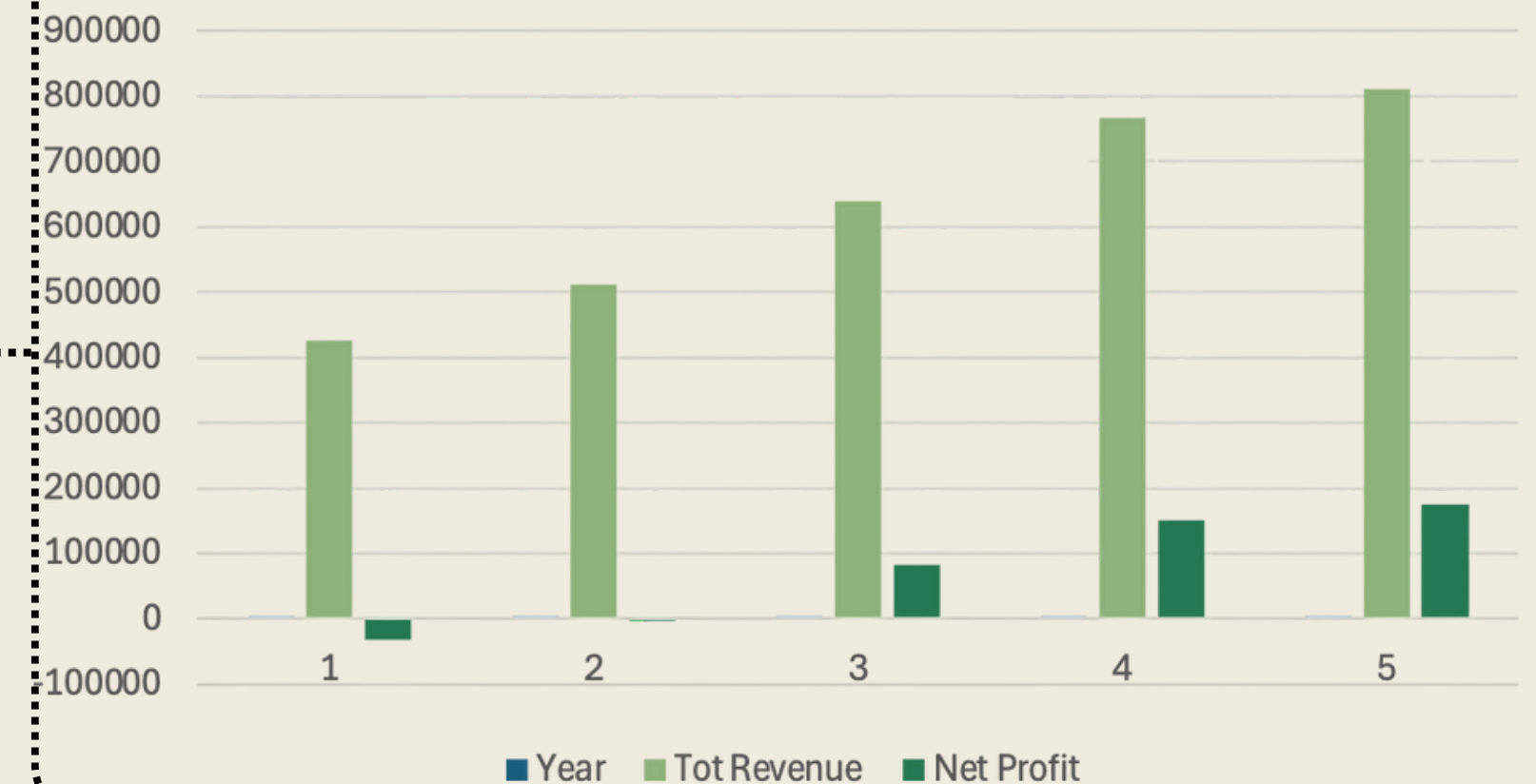


Convivium KPIs highlight the financial strength of the model.

- **Return on Sales (ROS)** improves significantly as margins grow
- **Return on Marketing Investment (ROMI)** rises dramatically as word-of-mouth and repeat customers reduce customer acquisition costs.



## Total Revenues vs Net Profit



Revenues grow steadily each year as occupancy increases. At the same time, net profit turns from negative in the first two years to **strongly positive** from Year 3 onward. This inflection point reflects both the maturity of our customer base and the efficiency of our operations. By Year 5, Convivium generates over €170,000 in net profit, demonstrating that the restaurant is not only sustainable but highly profitable and easily replicable.

# APPENDIX



## TECHNICAL DESIGN NOTES

- Staff service area adjacent to the kitchen: This placement ensures faster coordination, efficient dish flow, and minimal back-and-forth movement during peak hours.
- Toilets located near the entrance of the service corridor: This choice prevents guests from crossing operational areas while still keeping the facilities discreet and accessible.
- People with intolerance and allergies have the possibility of specifying this when making the reservation and the menu will be adequately modified for them.

## MIXOLOGY CLASS

- During cocktail nights, our professional bartender hosts a hands-on mixology class where guests learn how to make a signature drink step-by-step.
- Participants stand around the central counter, follow demonstrations, prepare their own cocktail, and enjoy it together with tapas afterward.

## WINE TASTING

- We offer guided wine tastings featuring bottles from small Lombardy producers, paired with artisanal cheeses and fresh bread.
- This format promotes the richness of the Lombardy wine tradition and helps guests discover local labels they might not encounter elsewhere. It creates an authentic and educational experience that naturally encourages conversation and connection.

## READING NIGHT

- Authors take part on a voluntary basis for promotional purposes; therefore, no related costs are allocated in the budget.

## BUDGET

- The inflation rate is set to 0% across all five years to keep the model simple, transparent, and focused on operational performance. We expect normal inflationary growth beyond Year 5, but this is intentionally not modeled to avoid unnecessary complexity.
- To reflect realistic accounting practices, negative net profit are carried forward and offset against future taxable income.
- Staff costs are treated as a single fixed expense, rather than split by role, for clarity and consistency. In practice, cooks will earn more than servers given different workloads and hours.
- Rent is based on the average commercial rates in the Isola district.
- Regarding demand, we anticipate that weekends and word-of-mouth will accelerate occupancy faster than modeled. However, to maintain a conservative projection, we applied a steady average occupancy growth rate instead of varying it by day or season.

## OFFICIAL WEBSITE

To fill-out the form, know everything behind our history and for further info (our menus and to know how to contact us), go visit the website!

Website: <https://rabbit-tarpon-8anf.squarespace.com>

Password: Convivium



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