

Hi, I'm Mauro Porcini. PepsiCo's Chief Design Officer. Join me for our new series, where we dive into the minds of the greatest innovators or time with the goal of finding what drives them in their professional journey and in their personal life, trying to uncover the universal truths that unite anyone attempting to have a meaningful impact in the world. This is In Your Shoes.

Our job is to help people forget about their problems and make them feel what they really are, special. I'm quoting today's guest, a restaurateur, consultant, writer and television star. Born and raised in Rome, he grew up in his family restaurant Antica Pesa, which has been in his family since 1922. In 2012, he brought the restaurant stateside with the opening of Antica Pesa Brooklyn. In 2019 he partnered then with TAO Group to open the restaurant Feroce in Manhattan. As a television host he has appeared in numerous European shows, including Il Mio Piatto Preferito, Brooklyn Man, and the Little Big Italy. He's now at work on a new show with the Discovery Channel, Riaccendiamo i Fuochi. about COVID-19 impact on the hospitality industry. In addition to his work as a restaurateur and television host, he is the recipient of a variety of different awards, like Cavaliere del Commercio, Cavaliere del Lavoro, National Excellence award, Anniversary International Award, and the National Italian American Foundation for Italian Excellence Award. In 2015, his humanitarian work was recognized by Pope Francis and in December 2020, he was named a UNICEF National Campaign leader. Francesco Panella welcome to In Your Shoes. It's such a pleasure to have you with us Francesco finally.

Thank you so much Mauro. So, so happy to be here with you. Actually I get a pleasure, to see you, to see you more often and we're more close but now I am in Italy, you are in USA. All right. So thank you for this, amazing,.

Fantastic. So Francesco, the first thing I'm going to ask you is you, you come from a family of restaurateurs. Uh, your restaurant in Rome is one of the most famous restaurant in our beautiful, beautiful capital of Italy. But then you, you kept doing that, kind the work from your family, but you also started to do other things. You, you have a TV show, more than one. So can you tell us a little bit of, you know, the journey of the son of a restorator eh, to where you are today?

Very good Mauro you want to know from the beginning?

Yeah. I know that it could take like 10 hours but we are not in your restaurant in front of a good meal so we need to be more straight to the point.

That's good. I want to get us going actually, because I think

it's important to understand also my why I'm becoming so much passion. I mean, I guess I absorbed. And apparently the relationship between my father and my mother doesn't work, but when I was a kid and my childhood was a bit like tough. And, uh, uh, because they have some legal issue between my parents. My mother doesn't let me allow to see my father. And, uh, and for me was, I was in a sort-of tragedy. And after some years I start to meet my father better. Um, and I started to start to come in the restaurant just a two times a week, always the, and on Saturday after my school. Um, so, my father, my mother was coming from two different, the opposite way. She is very like, mid-class very like Italian you know, way to think my father is this a genius, crazy, really crazy man is my idol, but a little bit crazy. So, uh, my father try to show me how much is beautiful live in the restaurant. My, my mother pushed me a house. And when you are a kid, so you live here with these like a different opinion, then there's a lot. You allow them to understand one side and the other one. So I was in the middle of this, uh, but I'm feeling something special with the energy of the restaurant. You know, the metric of the chef, I called the owners. They waiters talk and, and sometimes fighting with the chef. People coming, the the phone ringing, and all those people with these amazing energy inside the restaurant. Just uh drive me crazy, just drive me crazy. So the, my first night at the restaurant, we, my father was on a Saturday night.

Long time ago was a little bit traumatic, but let me understand how much I love this job. Because for some reason, my dad, which is my hero, uh, forget me in the restaurant in the night. And now what happening, in the middle of the night and I need to make a decision, if I need to go up to the house, my father, or stay in the restaurant. At that point, I say, you know what? I am feeling comfortable over here. I like to stay over here. So Mauro, just will let you know the restaurant in the night we know people, we do energy. is a different animal. You start to hear different noise, there is no energy, it's something that is very like unusual from the perspective of our job. But I say, you know what? I'm going to stay here. And the day after I spoke with my father and, um, and my father, I said, look, the restaurant is like a house for me.

So if you sleep in the restaurant I'm not gonna wake up you, because you are part of the restaurant, because of my life, it's inside the restaurant. So if this is one of the bit traumatic, start to understand the difference between the restaurant, especially when there is the energy, when

there's not the energy. And after some years I can two, I can tell you, then you need to take the good and the bad and the restaurant. If you want to running the restaurant properly, with patient and love. Because, uh, there is not just the fun part, which is the part that everybody. So, but there is also some crazy tough dark time that we need to face, like wake up in the morning very early, always be ready. Diligence is the key of our job, but there is two big sufference then, then guys like me, have it in life, diligence and uh regret. The diligence, because you need to be always ready. There is no like any option. Mauro, If you call me midnight, you want to eat then. You gonna eat. You know what I mean? And then agreed because a I'm tired, because we are too tired and you say no to some opportunity. The problem it's a, for me, that regret, It's more valuable than the diligence, because if you miss the opportunity, life can be a problem. And I don't want to like uh lost the time in my life. I want to do what, what, what, what, the life a give it to me. So I never try to lost the chance to understand the opportunity and then make a decision.

So now, you know, you are the son of a person that have the good restaurant in Italy. I'm thinking about many people listening to us and they are the son and the daughters of people that have a family business. And one option is to go your own way outside of the family business. The other one is to stay in the family business. And many, you know, new generations are very successful family and family businesses. Eventually they decided to stay in and do you know what they are asked to do within that reality. You did so much more. You, you left Italy to conquer America. You built a few restaurants in New York. Uh, Antica Pesa in Brooklyn, a Feroce in Manhattan, um, partnering with major organizations also here. And then also you, you did a TV show more than one and with a variety of different themes.

So can you tell us a little bit how you did it, you know, well, what drove you to do more than just staying your restaurant in Rome and do all these things? And this is just, I think the beginning, because you keep coming up with new ideas. So if you, imagine you're talking to people that are listening to us and they have the kind of opportunity in their family or, or something that is easy for them to enter, what does it take to take it to the next level, to think big, to, to do something bigger?

Yes. Mauro. Very good. Thank you for this question, actually. So Antica Pesa it's, uh, it's becoming like Centennial restaurant next year, so right. And every generation ask it to

the other generation to do something like envision. All right. So my father, the generation of my father, which was the third generation, was a disaster. Because my father was, was an, almost in bankrupt, even if it was an unbelievable successful restaurant, probably the number one, one of the top in Italy, but he can't manage probably the financial in a good way. So when I started thinking to take over the restaurant, I just imagined myself just to we travel, but I don't want to lost the, this place because for me it represent a more than a business, it represent my life. So when you push yourself with something bigger, you need to really go over and go behind the, the cause that you have..

Um, I start to understant that I can do that when, uh, I traveled for the first time at 19 years in USA, I was like, always in love with USA because USA for me to represent the freedom is the, is the cities that I want to leave home forever. And because of, for some reason in Italy, if you are interested like I am, if you are in Tesla Bono, in Conoscere, you have a restaurant, of course you are going to have some costumer, which is as not Italian, right? And that all my friends and all the people who's come from Antica Pesa because was very like institutional restaurant tell me, why you let the tourists come in your restaurant? So there was the perception, that the tourist was a something bad in the restaurant. And I was 18 I say, but this is, this is unreal. I can't accept these. This is not me because for me, everybody have to have the chance to walk and actually it's amazing share what you thinking with other people. You know what I mean? I don't want to be closed like this and then traveling.

This is, you know, this is what you're saying is very interesting for people to understand that I'm not Italian. So if you have a very premium Italian restaurant, usually the most of your clients are Italians that are very sophisticated, they understand the food and everything. So Francesco, what you're saying is that if you have a commercial restaurant, it's the restaurants where the tourists go and foreigners, and instead you're like, no, no, I want the mix of people. And I want the foreigners and I want the tourists I want... And I can still preserve the premium experience or the premium branding. No matter of this, this was one of your innovations,

Yes Mauro, we need to also put like, in a era on this fine time was at the end, of the, the 80's. So the beginning of the 90's, okay. So now it's going to be different, but I went to USA and that starts to talk with, uh, for this restaurant. I was running by the daughters of Bill Crosby in Miami, and I start to

do everything. So start to wash the floor. I started the bar serve position, uh, back of the bar. Or servers one day, Stefan Orosio, no Stefan Loroso, Lorenzo Loso the owner of the Diesel with Miami 30 years ago told me I, you work here. Like I have a photographic studio over here. I want to do on a commercial. And I said, with me, are you sure I was skinny, not in a good condition. I was like, you know party in Miami all the time I say? Yes, I want you. That's. Okay. So I did the, from these, all that world-wide publicity around the world there. And I started to do my connection there. Um, but just because I was curious to meet the people. After two years that I didn't see my family. Then back, with an amazing bag of memories from, from, from the USA. And I started to do the, my innovation. So at that timing, I was asking to myself for what I can do to transform like the tourist in a international cool situation. And my mind was directly to the La Dolce Vita because La Dolce Vita for us in the theater was the benchmark of the successful of, a city like Rome. So with my connection at one point all the measure, the big measure, because we were filming a lot of movie in Rome. I did a lot for him yeah. All those people start to text me and called me to San Francisco. We want, we want, we want to do the dinner with you. We want to stay with you what you're doing and what's happening, whatever. So I start to thinking, then La Dolce Vita 2.0 can be something addressable for me. I can make it. And I made it and I made it. So I started to do something different, but along with experience, that I had in USA. And after I leave and after that is not to do some TV show because I want to like, kind of do one, an, um, I want to have a different microphone to have a more people. So TV show was a...,

But before, before you go to the TV show, I will ask you to the TV show because it's an entire chapter that I'm very interested on, but before you go there. So I think there is a very powerful message on what you just described. You needed to go out of your culture, of your country, your context, your family, to discover a different point of view on your own culture. So you went out, you change perspective, you know, you embrace the diversity of thinking of another country. And then you went back two years later with your own new way of thinking. There was the contamination and the cross-fertilization of the Italian one and the American one. And then you've been innovating at that point in Italy. This is very interesting. And this applied to anybody, you know, an American that goes to Brazil, or to Italy and change perspective and go back.

There is something really powerful in the idea of getting

out of your comfort zone, learning new things, changing point of view, and going back. There is something typical of what you do with your restaurants in Italy and then you are importing this also in other countries that is also typical of the Italian restaurant experience. And you arrived to this restaurant. And somehow, especially yours, is you feel like welcomed by a family. And you feel that, that the people that are there care about you, it's not just a script, you know, asking you at a certain point during the meal. Do you need anything? Or at the end of the day, I, at the end of your meal, like get out of the way, because we have new customers. So, you know, there is offering maybe, you know, a little limoncello or, or doing some special and then obviously you have different kinds of clients and everything. So you have this mindset of building meaningful experiences for your customers all the time. You told me some stories that I don't know if you can share with us about some celebrity. And, and I think there were beautiful stories of how you care, you know, in an extraordinary way, in this case about this customer, like you are telling you about Madonna or a few others, is, uh, is there anything that you or you can and want to share with us? About building an unique experience for this special customers.

No she will. She's she's, she's, she's just fantastic and I love her so much. I think she's, uh, one of the, the, the, the, the, the person that inspired me, uh, so much for, for life she's fantastic.

Madonna Right? Madonna.

i met her in Roma. Yeah yeah yeah. So I met her in Roma and during a concert, she was impossible to come to enjoy Antica Pesa, because she was too crazy busy with the fun and with people so she can move it. And I give a suggestion to where after we deal with, of course not with her, but with this like personal assistant, whatever, to drive with the Vespa, with the memory of, and go around Roma with the caska. And nobody can like understand who she.

With the helmet yeah.

Yeah, she sent me the helmet, sorry. And she said, you know what? I will try to do this. If you show me, if you see somebody come with this Vespa and totally dressed up, it's me.

And she did that. And she did that so she's followed my suggestion. And then she had an amazing night. She having a great night and a but at the end of the dinner, she left the Vespa in front of the restaurant. And the body guard asked me to bring the Vespa to the hotel. And I did that. But I went to, to the, to the store when they rented the Vespa and I

buy the Vespa for her, and then she took to Paris, and she was so happy. And she still, she told me, Francesco, you need to tell me when you open in New York City, we should have asked because it was like thousand nine, 2010. And because I want to do something special for you. And she did, uh, basically she told me to wait to find celebrities are coming. Um, but after I study in, uh, Brooklyn, for two years, we opened the restaurant.

She was, she was one, of the first to come in my restaurant. I remember very clear it was snowing, like crazy. And she's coming with 30 person all the, than all the dancer, with Rocco and with Louis and with everybody, I was uh, we have a two DJ, one from Berlino and another one from Oslo, friends of mine. So I pass an epic incredible night there with her. And, um, and she said, you know what I mean, I not, not gonna forget what you did for me, so this is my present. And she's running basically the press release for me. She helped me to do that.

Yeah, yeah, yeah. You know, we we talked so much about this, the value of influencers on one side for communication and PR, then another topic that we all talk about is once again, the idea of building, designing, imagining, executing, meaningful experiences for people. And, and that's what you did in a very generous and spontaneous way. And I think this, this is something, you know, very powerful of stories like yours, where you just do it because you know that there's going to be value because you love to do it. And obviously I asked you about Madonna because it's a very nice story to tell, but in different ways, in different years, with different levels of efforts, that's the idea, create something special for your customers, give them an experience that they can remember forever with your own identity, with your own approach, with your own style. There is another thing that you are doing. Uh, I received an email from, from you recently about a tree and, um, it's your, um, efforts in the world of sustainability. So what is sustainability for a restaurant? You know, sustainability in a company like PepsiCo food and beverage we talk a lot about this, but what does sustainability mean for a restaurant and for a business like yours and what are you doing with these trees? Yeah. So, uh, first of all Mauro, who's running restaurant have big, powerful in the community. Because, imagine a restaurant to try three, 400 covers in a day. You impacted those people with your decision. So you have a bigger responsibility on that. It's a such important things. And after the pandemic moment, if we are not understand the mistake that

we did then, that's a problem. That's a real problem. I cannot support people to say, Oh my God, it's done, the virus is gone, we're going to back to do what we did before. I say no way. We need to understand what we did wrong and not do before. At the end of the year on December 31st, everybody say, let's forget, two thousand twenty is done is over. And I say, no, I don't want to forget. I want to keep in memory day by day, because these are going to be the benchmark of how will you work to change how you are to act next? And also to respect that the last generation, because, uh, and I take also opportunity to apologize. to all the, uh, younger generation for the world that we're going to give to them. Um, and, uh, and so for me, sustainability, it's something very, very important because it's approval, then there is not just talk, but there have to be action. Now we're talking about sustainability starts to be, to be commercial. You know, everybody talks about commercial and sustainability, not because it's something that you can make a publicity on your, for your company. You'll need to act as a lifestyle in a different way. Not because you need to do making cool your company, but because you believe in something. So 20 years ago, 20 years ago, when the minister of the agricultural uh system over here in Italy, gave me the award for the best, like interpretation of my territory was the day number one for me to thinking something like that. Working like with a small producer. Look, in the pandemic moment here Mauro, there is a lot of small producer which they can't afford to leave because they don't have a transfer to the bank. So I was, uh, the one to be the banker for them, because I want to help those people to keep going. To be alive. So this is the approach then, uh, yeah, with sustainability, from ever.

Always talk to my territory. Yeah. You must be to my restaurant and I never talk about us, I always shared the word, for the other family for the other, Like for people who give us the food, they are our riddle. They're not us. We are the last the chain, but who make it, the restaurant great is the people who will still being our, like, it's our farmer. It's our horticultural, this is what I want to try to tell it to everybody.

The tree, are the, I started Antica Pesa Forest basically who is a six different project around the world. And I started just start with 1003 and I gave it to hold my friends as a, as a support, the idea of sustainability, um, because I take most more or less a ten airplane from Roma to JFK. They just like give us 100,050 kilograms cube of CO2. So 1003 is exactly the formula to match a balance with less one than my

travel, you know, and I want to arrive in the 2024 to 25,003 to help also other restaurant to be sustainable.

Oh, I told you wanting to travel even more than what you already do. This is a beautiful initiative and I love how you're connecting your carbon footprint.

Thanks Mauro.

With this idea, replanting trees that can balance that gap.

Um, the other thing that you are mentioning earlier, and then I mentioned a few times during this conversation is these TV shows, more than one. Uh, we may start from the last one you're working on with Discovery Channel on, on the restaurants post COVID so what is going to happen post COVID?

It's called Little Big Italy and it's fun because, um, because I understand that the Italian sounding it's, it's very like it's everywhere. And, uh, I look, I respect every form of food because food, I think is the most democratic way to do something. So I'm not complain anything. I just like want to try to preserve the classic recipe because I think is a part of our culture. And because sometime, other country, just the marketing and dishes co-lead with this name, I want to just preserve it. Not because it didn't respect that the other recipe, they are just not specific kind of dishes, for example the carbonara. The carbonara. Everybody do the carbonara. So they do vegetables, they put green, but this is not the carbonara. It's your interpretation of carbonara. I never thinking to like to be, you know what, this is the only way to do something no way, but that is the only way to call the one dish. Yes. You know what I mean? Carbonara is a carbonara with, this is for us it's such important things. You know what I mean? So we, we can't like call it another thing.

Francesco tell us how to cook the right carbonara for al the people listening to us. From all around the world. Tell everybody hwo to cook the carbonara.

Dear Mauro, you are, you know very well, better than me I think.

I eat your carbonara, I don't cook it.

So Little Big Italy was starting from this concept, and then basically I'm going around the world to understand where we are..

But you're not telling the recipe. Francesco, tell us the recipe. We want to know how you make the carbonara the right way.

It it's, it's a basic you know just a few ingredients. A good pasta, black pepper, fantastic eggs have to be fantastic eggs. And one shallot, and that's it very, very easy, just this

ingredients, you don't want to touch anything. Don't put any creamoil, don't put any cream, don't put nothing, you know what I mean? Oh, it's a very easy and classic recipe. Everybody's doing a different way. And this is not cool. So Little Big Italy was a very successful, uh, show because, uh, it showed, the real Italian pride around the world. And for me during the interview, just the soul of those people talking about Italy and just cry because they saw that they're going to like talk about Italy. It was amazing. It was incredible. It's a such an unbelievable, fantastic value for my life. Like it just gave me.

So you go all around the world to Italian restaurants in the U S in, uh, Egypt, all the, in different countries around the world, and you feature the restaurants and you talk about their dishes,

Uh, that, that that's the right there is also the gaming side, because I'm going with three extras so the people who live in these, a specific city. They're bringing me in this favorite restaurant. So that is the game and the challenging between everybody. And I'm going to be the judge. The one at the end who take the decision on for who is the best restaurant in Little Big Italy. It's very cool, doing very well.

You became the hero of my brother, his kids, I mean, many, many different people for, for the non Italians. Francesca is very known through his TV show to all the Italians. You know, that the, the restaurateur started in television. I mean, it's not that obvious is actually pretty special.

Mauro I'm going to do an, uh, to match with the story of Madonna in Brooklyn, because after she's coming, but you know, Brooklyn, you remember Brooklyn how it was more than 10 years ago. So the first time I'd been in Brooklyn was like, literally nothing. And people say, why you want an opening in Brooklyn? Are you crazy? Why you want to bring this institution of grand over there and say, look, this is what I'm feeling. I think this is going to be an amazing market in the future. And I want to see something that in this moment, people doesn't see, and I believe in this land and before everybody. I was the first, like a big Italian brand arrived in Williamsburg, 12 years ago. And after Madonna coming, I went in trouble because the community of Williamsburg didn't accept the fancy part of the, my brand. They can see that in me fancy, but I was so happy because, uh, people from manhattan, coming in Brooklyn.

So my first fears was a fighting the barriers of the bridge.

People in Manhattan told me you are not opening in Manhattan.

You know what I mean, experiencing experience, why you don't come to me? Eh, that is the bridge, eh there is

Manhattan, there is Brooklyn. And I, it, my goal was a fighting the barrier. I always be the one to fighting the barriers and I make it, I fighting the barriers and the people start to show Williamsburg a different way. And I move millions and millions and millions of dollar from Manhattan to Williamsburg. But i wasn't enough, because I wasn't considering fancy in that moment by the Williamsburg community. So I have to be honest with you. For me was a very, very tough moment. I was in confusion. I was, I was thinking it was something cool, but it wasn't. So I wasn't paying attention to the, my community, you know, and I feel so ashamed. So I say, you know what? I'm going to find a strategy to back on business with them and talk with them.

And essentially what happened is that the Brooklyn, Williamsburg community didn't understand this fancy foreign restaurant that was trying to change the texture and the DNA of the community. So at a certain point, you're like, Oh, you know what? Instead of coming here, just talking to the people from Manhattan I'm gonna talk with you community, I'm gonna partner with you. I'm gonna understand you. You started from a position of respect and collaboration instead of conflict. And that's what changed everything right?

I did, Mauro, just for let you to tell you the partner sits right in Brooklyn, the movies and with some friends from mission district and other friends from Silver Lake, I start to building in 2009, 2010, the roof, the farm on the rooftop, to make a sustainable, the building. But the gentrification of, of Williamsburg was very faster. So people back and forth, they leaving and back and they leaving and back and forth. So I was in trouble. No matter what, after Madonna, I understand then I did the some mistake. I did some, some something wrong and I'm back in Italy. And I asked her to the Gamberorosso channel. It's a food network for us, you know, it very well, and I said, look, I need to do this TV show called Brooklyn Man, because, uh, I want to go over at every single restaurant around the corner, cross the corner, over here, over there. I need to collect the data and I need to collect emotion.

I need to understand the emotion these people. I want to spoke more with these people. They, I don't understand them, I need to be focused on them. So after six years, six season of Brooklyn Man, I becoming the one who drive a lot of business. And I take so much respect for the community and they love me. And they asked me to stay there forever. Now you have my restaurant, my establishment in Brooklyn and since 10 years. But was very hard and tough for me find the way to make up

everybody to don't lost the, my costumer for others which are in Manhattan and there are the costumer. My neighbor who are actually the people then that love, the most, because it's the people they are sharing coffee and the share the experience. And they're sharing stories. What we are? We are stories. So I mention both of them.

I love your story Francesco, you know, I was listening to you and, you know in companies, in corporations, we, in our design world, we often talk about processes and way of doing innovation, way of building brands. And, and, and the reason why I invited you here today is that you have been practicing it. I mean, there is a guy that had the dream of building a restaurant in Brooklyn, arrives and he finds all kinds of roadblocks and difficulties. Instead of giving up, closing the restaurant, or instead of trying to figure out how to make the food better, how to design the restaurant better, what does he do? He invented TV shows to build connections with the neighborhood restaurants and gathering data, building a better relationships of data with them, and then becoming a celebrity, by the way through the TV show that was born was generated by something else.

This is what I mean by innovation. This is innovation in action, in action. I often mention as one of my mentors, major mentors in innovation, a guy that, you know, that is another famous name in Italy that is Claudio Cecchetto. I had a company with him, eh, when I was very young, when I was 24 and, and Claudio comes from the music world. But it reminds me so much of you, meaning that Claudio would never use the word innovation. It will just do innovation. It was just the way he was thinking that everything was doing, I mean, sending a motorbike a moped to my Madonna and having her come there, in a way, was you understood the problem that she had. You understood how to create an amazing experience for her, thinking or inspired by a movie and the celebrity life and La Dolce Vita, but applying it to your specific situation. You went out of the box and you created something unexpected for her.

Then you send a motorbike to her. That was another unexpected thing that you did. So it's, it's really innovation in action in, but in permitting communication and PR on one side, and then in innovation of your product, that is the restaurant and how to overcome difficulties and challenges thinking out of the box. Once again, everybody in your case would have, have I need to change the menu or I need to change the design of the place, or you, you build a TV show inspiring. What, what are you working on now? What is your

project for the future? The one that you care the most about, Well now it's, um, you know, I, I'm building, I was very lucky because I was approached for this amazing, uh, company from, uh, from USA and, you know, very well. And that probably is the most, uh, smart and incredible people working in our industry. I can't tell the name, but you know, what we talking about. And I joined, banded with them because they liked my products. So we building out there this new restaurant it's called Feroce. And, uh, and now we need to reopen it. So right now I like really be focused to reopening this one. And then I'm going to find the time, where I have time for me because I never have a time. And after the pandemic, I understand how much is important the time. Time is an enormous value for me, incredible. But I can say we don't do anything. And I can't like go over the, the natural.

So I open basically the next months and a new restaurant called Antica Pesa Mare. Is in a, this is small island called Cavallo. It's in a paradise. It's an incredible small, unbelievable island. And we take all the ingredients from these small island, and I want to be in the middle of the farmer and these incredible natural park to relax, work and do something that is actually made it for me. You know, it's just, for me, it's a time for me busted, working and waiting for their friends coming around the Mediterranean, from everywhere, because it's very like a destination place to be. I'm in the middle of nothing, but people come over there because it's such a beautiful place.

This is in the south of Corsica, Corse. The north of Sardegna right? But it's in Corsica, right?

Yes, yes, yes, Mauro. So now my goal is try to found a time for myself, because the pandemic moment, teach me a lot. I am another man after that, and I'm going to share the world. Then we need to change a little bit and respect each other. To do this, uh, I think we need to help, uh, we need the help from the, from the young generation. Uh, so the next step is already done. Actually, it's almost over, but I asked to the John Cabot, John Cabot Unitveristy, which is an American university basically in Europe, to help me, to give me a solution for the future of the hospitality. Because Mauro, I don't think I'm going to be the one to have a all the results. I don't think I'm going to be the one "oh let me talk." I know what's going on. I am no body I have just a big passion. And I think we need to respect the young generation. I ask them what they want for the future. So they're gonna give me the answer and I will be on action in order to make the new generation haapy. I am constantly curious to understand what the future of the

hospitality are going to be. And the next generation are going to be the answer. Not me, nobody, the next generation, Mauro.

So you're asking these students in the university to work on projects about the future of hospitality. That's how you're working.

Oh, absolutely. Absolutely. It's such an important piece for me. Mauro I wanna back up, just a second or two, to the network, if it's possible.

Yeah.

We talked, we mentioned it before, uh, you know, how I started to building the, my, the network and you describe it very well? I want to give an, uh, another suggestion to all these kids, because if you talk with the kids right now, the first things that I told you say, I need to go to this party because there is, uh, this man, I want to go over there because of there is this other one. It's in a rush every day to go and met the most important person, because they need for their network. I believe in the organic network. In something that make you position to be a friends with somebody because you have the same value, because are you thinking in a good way, because you are positive.

And I want to use that view to do, to say something. Everybody knows Mauro Porcini, everybody know Mauro Procini. In America, in Italy, everywhere. Ten years ago, I know exactly who are Mauro Porcini, you know, and we have a lot of friends in common, a lot of friends in common. If I want, I can arrive to you and ask uh, you know, to talk with you to have a moment to take a coffee, just like, you know what I mean? You are such a gentleman and we have a lot of friends together and I don't think you're going to say no to me. But I never asked him. I never ask anything. I don't want to met you because I need to ask to introduce by someone. Because I believe in the organic, natural. I met you I while ago and now we are becoming friends. And I think we would be friends forever because I never asked you anything. You never asked anything to me just because we are something then we met for some reason, we like each other. That's why I'm here. I respect you too much. I respect, you respect me too much, but it's my way to do the organic network. I don't need anything. That's why I want to be your friends. Look, I'm so grateful. First of all, thanks for the words and obviously, you know, I feel the same. I'm so grateful you're sending this last message to the people listening to us because this is so true. The idea of just putting out there, positive energy, spreading all this positive energy and not forcing things, but literally, you know, building through that energy and

putting yourself out there. They're like collisions when they happen and not always thinking, okay, what kind of value can I extract from the person from that situation or from that experience, but more like, you know what, I'm going to grow by connecting. I'm going to give back as much as I can. And then things will start to grow naturally. And by the way is a, is an approach that gives you also less anxiety. You pressure yourself less. It's just so, and it's fun. It's fun. I really, really believe in that, in this. So thanks for, for mentioning it. And on this note, I think we can, we can close, thanks for sharing your experiences and your totes. And I think he is, you know, when I witness people like you in action and changing things and innovating by doing stuff, you know, is less about talking is more about doing. And that's really inspiring for me. You know, we, we need more and more people, not just out there, but in companies, big and small, of people that know how to talk yes but know also how to make things happen and not just, you know, talking about what we should do and then nothing happened. So thank you so much for the inspiration and for spending this time with us today
Francesco.
Grazie Mauro. Thank you for the opportunity. Thank you so much.
Grazie.
Thank you.