**Group 4:**

**RobinFood – Market entry, innovation, a technology company in the food industry**

Please note: it is important that you work together in your group to conduct desk research into the company, industry and market. You should not rely solely on the information provided below.

**Brief Case Synopsis – additional secondary desk research required**

RobinFood, is described by Forbes Magazine as one of the most innovative Latin American companies in 2021. The company is part of an endeavour by the Latin restaurant industry to find new business models after Covid-19 had a dramatic negative impact on the sector with many going out of business. RobinFood, started in Columbia in 2018 and was founded by José Guillermo Calderón with co-founder and college friend Miguel Mc Alister. Prior to starting Colombia-based RobinFood, Calderón was co-founder and CEO of Domicilios.com, an online food ordering service that he took public in 2017 and left shortly after. The company was later sold to iFood. In entering the food delivery service (cloud kitchen/restaurant market) RobinFood is up against incumbent food delivery services, such as Rappi, another Colombian online delivery service. RobinFood made the decision to bring in its physical and virtual restaurants within one corporate brand to position itself to lead in the region.

The ambition is to set up more restaurants and continue expanding in Mexico, as well as opening in Brazil and other cities in Colombia. Calderón’s goal is to have an ordering kiosk every 500 meters–roughly 1,640 feet–enabling customers to order from dozens of local and chain restaurants at one location and have the food delivered quickly. Since the first quarter of 2019, RobinFood has grown 10 times in revenue and has increased its number of food offerings and average purchase size. The strategy seems to have been a great success. RobinFood is now Latin America’s largest cloud kitchen/restaurant operating 50-plus virtual restaurants across major cities in Colombia, Brazil, and Mexico. Each kitchen offers food from up to a half dozen brands, from rice bowls to pizza to burgers. The whole concept is contactless: customers can have food delivered, or order it through an app or touchscreen kiosk at brick-and-mortar locations, picking it up from an automat-style collection point.

In a recent interview for medium.com, Calderon explained:

*“Our business model is based on our Cloud Restaurants, which merge a traditional restaurant and a cloud kitchen by leveraging our proprietary tech ecosystem that integrates all of our customer and supply chain processes. This seamless integration allows us to offer our customers a world-class, multi-brand, omni-channel experience, like no other in our region, while optimizing our food supply chain and operations. In simple terms, we gain advantage by: 1) Using the physical store both as a restaurant, and as a cloud kitchen for multiple brands (increase utilization of real estate); 2) Best in class tech to improve prediction and automatization that reduces costs; 3) Better product and user experience increases loyalty and demand.”*

**Case study brief**

Your task is to work together to conduct desk research into the company, industry and market and to conduct analysis from a range of different perspectives – context, the firm, strategic change and culture and strategy decision making processes, to propose strategic recommendations that will allow RobinFood to consolidate its position, establish sustainable advantage, continue to grow, respond to change and institute effective strategy decision making processes and practices. See the seminar schedule for a detailed breakdown. N.B. for industry/market analysis you will need to focus on one strategic business unit.

Sources:

<https://medium.com/robinfood/how-we-built-latin-americas-largest-cloud-restaurant-company-during-a-global-pandemic-1c61c2b28045>

<https://www.bloomberg.com/news/articles/2020-10-02/robinfood-former-muy-restaurant-chain-says-its-built-for-covid-era>

https://www.pymnts.com/restaurant-innovation/2020/latams-robinfood-says-its-a-tech-company-that-sells-food-and-its-working/