

MEET - INSPIRE - GROW

BEST OF  
WEBINAR  
RETHINK EAT!

THE FUTURE OF FOODSERVICE

/ March 2021



**Thank you** to the more than 150 agri-food investors, CEOs and experts who joined our ReThink Eat virtual event on the Future of Foodservice!

March 2021 marks the 1-year anniversary of the first covid lockdowns in many countries leading to a massive shock for the foodservice industry. Together we discussed and explored how the sector has been impacted and how it will continue to change in the long run.

Until we can meet again safely in Paris for the 3<sup>rd</sup> edition of our conference, hopefully in October 2022, the ReThink Eat Team remains committed to launching new initiatives.

Stay safe and thank you for your implication as part of this community!

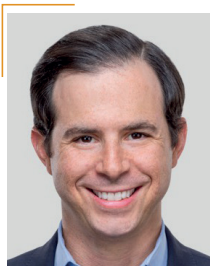
*Jean-François Laurain, Unigrains CEO*



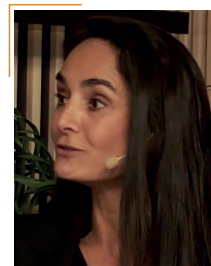
Unique insight from 3 major players in global foodservice



**Olivier Bertrand**  
President & Founder,  
Groupe Bertrand  
#1 french independent  
restaurant group



**Ryan Oksenhendler**  
Principal, Continental  
Grain Company  
Global food and agro-industry  
investor from early-stage  
ventures to established  
market leaders



**Melvina Sarfati El Grably**  
General Manager France,  
Deliveroo  
Leading meal delivery platform  
with 2 000 employees worldwide  
and #2 in France





Olivier Bertrand / Ryan Oksenhendler / Lucile Lefebvre / Melvina Sarfati El Grably

Olivier Bertrand

Ryan Oksenhendler

Melvina Sarfati El Grably



*“Our activity in 2020 was split in two with QSR performing better than commercial restaurants, having opened earlier and with an adapted model leveraging drive-thru, delivery and click & collect.”*

*“The economic situation in the US held up better than expected due to government stimulus. However, the pandemic hit foodservice hard; we’ve seen estimates that restaurant industry sales declined up to 25% in 2020, though the impact was very different depending on the subsector.”*

*“One year down the line, many things have changed. At the end of the day, the market has sped up in terms of growth, gaining two to three years of maturity due to the crisis.”*



*“We want the quickest opening possible, but it must be on the basis of a profitable model. Hopefully by H2 2021 all our restaurants will be open, despite eventual capacity limits. We anticipate strong activity for chain restaurants and QSR but remain worried about restaurants depending on foreign tourism.”*

*“One 2021 issue in urban areas may actually be a supply problem. With some number of restaurants shuttering, we may enter a period where demand outstrips supply. Independent restaurants that have suffered but survived may take the opportunity to increase prices to offset 2020 losses.”*

*“5 new initiatives: (i) a loyalty subscription service, (ii) shared kitchen sites optimized for delivery, (iii) complement-grocery shopping delivery, (iv) private label delivery websites enabling restaurants to retain their data and operated by Deliveroo and (v) geographic expansion into new cities.”*



*“Work-from-home will change flows to our sites, but my personal conviction is that the way it is currently imposed is a burden for many people. I expect a return to reasonable levels of work-from-home and renewed emphasis on the importance of recreating social links both in offices and in restaurants.”*

*“Delivery will continue to take share, be it foodservice, grocery, hardline or softline retail – Amazon Prime has 112M members – US consumers like the convenience. But in order to believe a 3-sided market – restaurants, delivery companies and deliverers – can work, the profit pool will have to grow, ultimately coming down to consumers’ willingness to pay.”*

*“We must continue to support our delivery-people partners to whom we owe so much. Opportunities could include aid to adopt environmentally-friendly transport, or training programs via dedicated education platforms so they can evolve into new areas.”*

*“Consumer expectations and habits have changed coming out of this crisis. The challenge for restaurant owners is to adapt to new trends – food tech, restaurant design, sales channels, payment collecting methods, transparency and CSR... – we must reflect, adapt and address these issues which are key to evolving consumer demands.”*

*“With the institutionalization of delivery, we may see real estate portfolios shift from one dominated by high traffic areas to one where a restaurant owner will accept a site that perhaps has lower foot traffic but is optimized for delivery and pick up.”*

*“Deliveroo will remain a definitive food company centered around its three pillars of restaurant owners, delivery people and consumers. We will not seek to replace restaurants, our goal is to help them conquer new clients, as illustrated by the ramp up of our shared kitchen offer.”*



Watch the replay

The complete video is available at [www.rethink-eat.fr](http://www.rethink-eat.fr) !