

**Cortilia**  
la campagna a casa tua

# E-commerce: la spesa on line mette il turbo

19/06/2020





Cortilia ([www.cortilia.it](http://www.cortilia.it)) is an innovative e-commerce that delivers, through a simple click, directly to your doorstep, in less than 24 hours, in the day and in the preferred time slot, a grocery shopping full of taste and craftsmanship

# Business Model

Cortilia is the first Italian e-commerce company for fresh foods with **short supply chain**



## SELECTION

**2500 products from  
+200 farmers**

Short supply chain



## BEST IN CLASS UX

**Subscription** to a  
composed box  
or  
**single shopping**

**Personalization**



## LOGISTIC

Delivery  
**in 24 hrs**  
7/7

**Refrigerated**  
van and warehouse



## CUSTOMER CENTRIC

Flexible time slots

**Planned schedule**

Satisfied/Refunded

# Our growth path



2014

**1.7 € Mio**  
revenues

**6 (16)**  
people

**3 days**

**Milano**



2019

**12 € Mio**  
revenues

**40 (140)**  
people

**7/7**

**Milano, Torino,  
Bologna, +500 cities**



# Our offering



2014

100  
Only fruit&veg

10  
farmers

Only  
subscription

Top quality



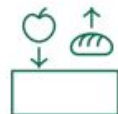
2019

2500  
Full grocery shopping

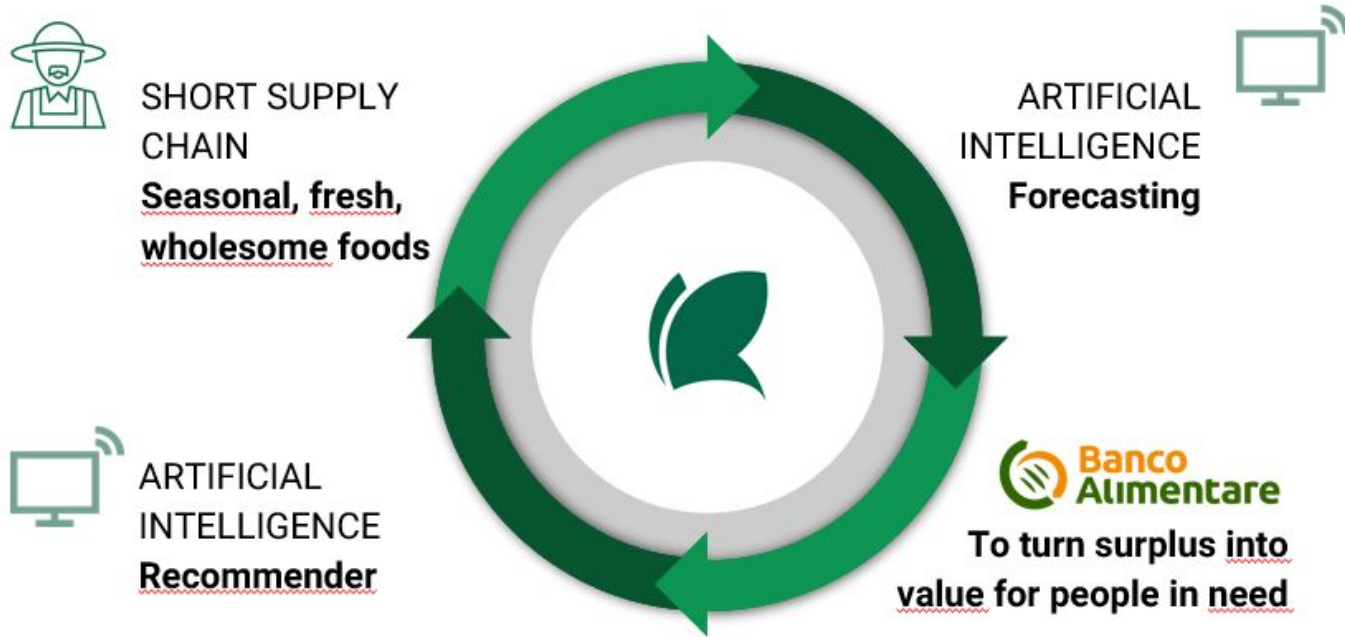
+200  
Farmers&artisans

Subscription or  
single order

Top quality 😊



# Sustainable by Design



# Our values

## Freshness

Farm to Table in the shortest possible lead time

## Authenticity

Selection of ingredients according to taste, wholesomeness criteria, nutritional guidelines, animal wellness

## Localism

Promote the excellence of the territory and practice a short supply chain model

## Seasonality

In harmony with the Human body and Mother's Nature rhythms and needs

## Sustainability

Sustainability of the whole value chain behind the product, including packaging and delivery

## Traceability

Transparency & Information on our farmers and their raw materials and processes



# Our response to COVID-19

## empathy, safety and high reactivity

Public alert

### 1 REACT

- Defensive measures - Safety first
  - Smart working
  - Contactless delivery
  - Equipment for warehouse colleagues and drivers
  - No packaging reverse logistics
  - Check with suppliers on safety procedures
- Tactical first moves
  - Reinforced server performance
  - Reinforced logistics
  - Limitations to the service
    - Cut off earlier (more hours to prepare tomorrow's deliveries)
    - Larger delivery time slots (more efficient transportation)
  - Marketing spend
  - First shifts in communication (message, tone of voice)
- Support the Community

Lockdown

### 2 ADAPT

- Understanding of both the big picture and the details
  - Legislation
  - New Competitive landscape
  - Psychological climate
- New communication modes, messages and channels
- Short term consumption trends
  - Type of product
    - Prevention
    - Pantry
    - Over-Sanification
    - All chefs
  - Portions
- Quick wins
  - Operational scale up faster
  - Supplier Risk diversification where suppliers were not prepared
  - UX evolution
    - Max one delivery a week
    - Virtual queue
    - Max 200€ Basket value

Fase 2

### 3 DISRUPT

- New / reinforced behavioural patterns willing to last
  - Digitalization
  - All chefs + shift of a few consumption from out-of-home to in-home (ex. fish, wine...)
  - Organic
  - Food supplements
  - Smart anything & everything
- Evolution of the objective for the next period (budget, business priorities, Team objectives and performance)
- Beyond communication, ability to listen and understand stakeholders
- Winning model for the (near...) future
  - Agile & adaptive
  - Operational excellence + Automation
  - Omnichannel
  - Digital acceleration



# Emerging trends to keep under watch

## Accelerated digitalization

- From sport to birthdays and shopping, everything is getting smart!
- Increased Market share of e-commerce with up to 300% weekly increase YoY (Nielsen) and higher penetration on the population (2/3 never bought online before)

## Rise of the Proxy channels

- Big winners are smaller supermarkets and convenience stores
- Convenience store registered +25% volume increase also due to “informal e-commerce” (phone, whatsapp)
- 21% of shoppers changed channel during Covid (Nielsen) and retailers now have the challenge to retain them
- 64% changed for a closer to home option (Nielsen)

## Home restaurant

- Increased use of food delivery
- More time for cooking
- Shift from out-of-home to in-house consumption of wine and fish

## Higher attention to local, organic and food supplements

- Concerns about immunity and health
- Willingness to support local suppliers: +18% post covid vs +2% YoY before (Nielsen)
- Higher portion of organic products in the basket: +17% post covid vs +4% YoY before (Nielsen)

## Price - sensitivity?

- Income at risk for a high portion of the population
- Psychological effect as most people are still worried about the future: 59% worried about personal income, 29% have no spare cash (Nielsen)

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**Thank you!**

