

# The Bonduelle Group's Distribution Strategy: Adding a Branded Retail Store?

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## **EXECUTIVE SUMMARY**

*This case study discusses the distribution strategy of the Bonduelle Group and the ability to and value of becoming a retail brand for the world's leading producer and supplier of ready-to-eat processed vegetables. In 2010, the family business opened its first flagship store named 'Bonduelle Bienvenue'. It was entirely dedicated to processed vegetables and offering a big range in the same selling space. The objective of this prototype was not to substitute the company's existing distribution network, or even to hinder it, but to complement it by providing brand visibility and enabling an increase in Bonduelle Group's market share within households. Introducing the reader to the company, the first steps of the concept store back in 2012, and the following other D2C initiatives of the group, this case aims to address the advantages and drawbacks for a food processing brand to engage in selling directly to end consumers.*

## **ORGANIZATION BACKGROUND<sup>1</sup>**

A family business founded in 1853 by two friends, Louis-Antoine Bonduelle-Dalle and Louis Lesaffre-Roussel, the Bonduelle Group rose in recent decades to become one of the world's largest processed vegetable companies, the global market leader in ready-to-use vegetables.

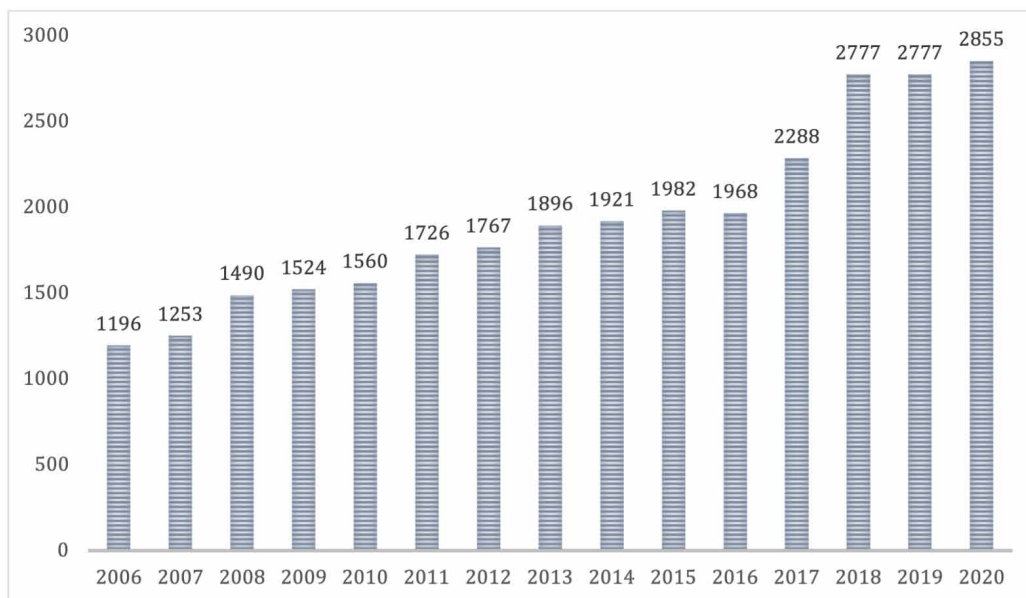
Through its business, directly linked with the agriculture sector, through its products, a natural basis for nutrition, and through its ethics, built over generations on a foundation of essential values, the Bonduelle Group had always placed particular importance on sustainable development. Figure 1 shows the logo.

*Figure 1. Bonduelle logo*



For the 2019-2020 financial year<sup>2</sup>, the Bonduelle Group reported a revenue of ca. €2.9 billion (see Figure 2) and a total growth of 2.8% and expected a revenue of €3.5 billion by 2025.

*Figure 2. Bonduelle Group's consolidated revenue in million euros, years ending 30/06*  
*Source: compiled by the authors, based upon from Bonduelle Group registration documents*



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