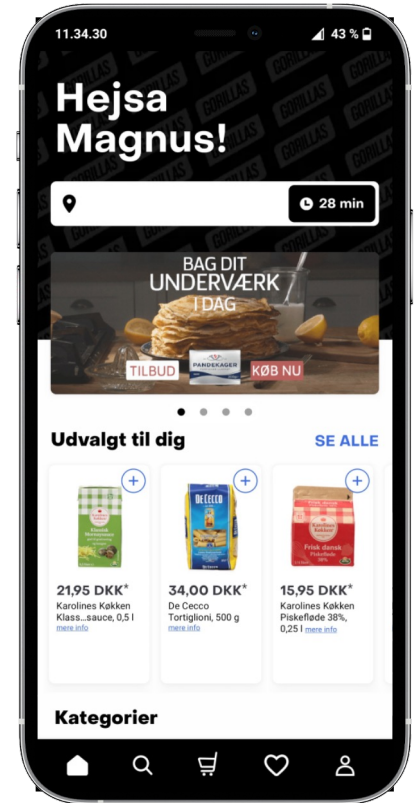




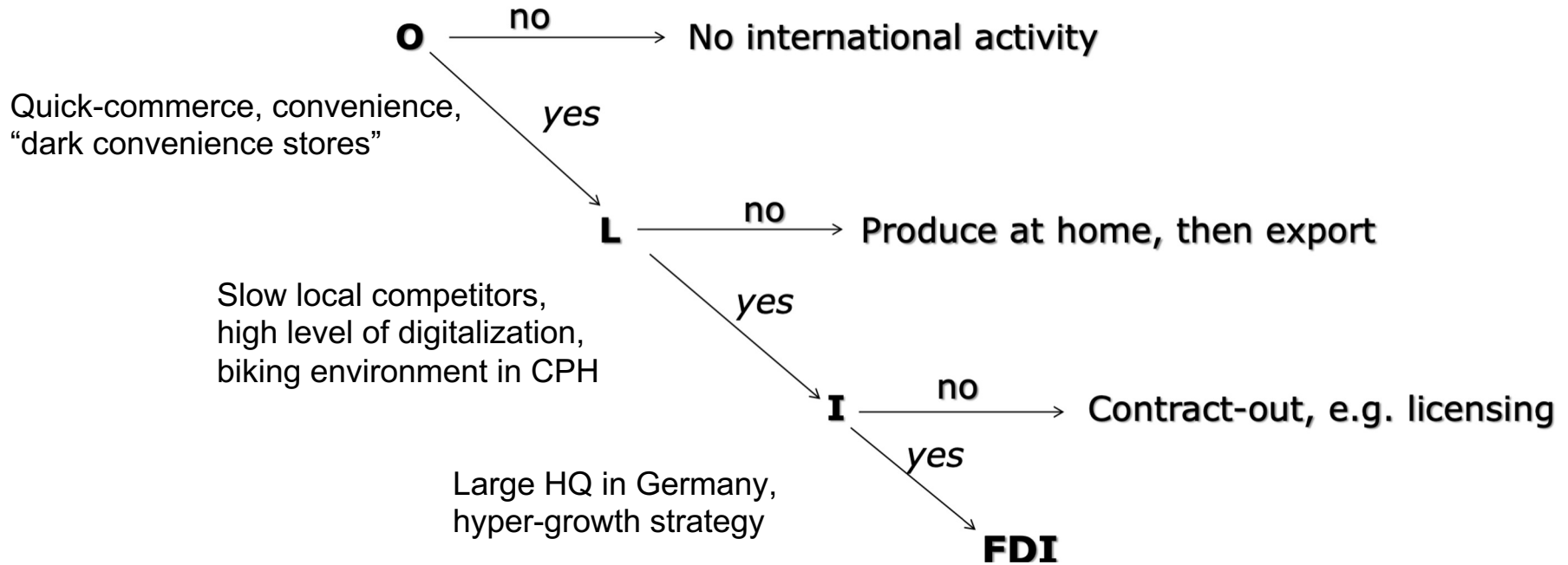
**Entering Denmark
plans & issues**

Gorillas quick facts

- Delivering groceries within 10 minutes
- Quick commerce utilizing dark convenience stores
- Over 200 stores worldwide
- Main markets: Germany, France, UK & US
- Other operating markets: Spain, Denmark & Italy



Gorillas and the OLI framework



Reference: "Gorillas, the on-demand grocery delivery startup taking Berlin by storm, has raised \$44M Series A"
<https://techcrunch.com/2020/12/11/gorillas/>

Entering Denmark

Greenfield investment over M&A

- The reasoning behind greenfielding

Pros of greenfielding:

- Own structure and culture
- High level of control

Cons of greenfielding:

- Slow
- High cost

Market withdrawal

“from hyper growth to a clear path to profitability”*



Reference:

*“Rapid grocer Gorillas to shed 300 staff and pull out of four markets”, <https://www.thegrocer.co.uk/technology-and-supply-chain/rapid-grocer-gorillas-to-shed-300-staff-and-pull-out-of-four-markets/667769.article>

OLI-framework after

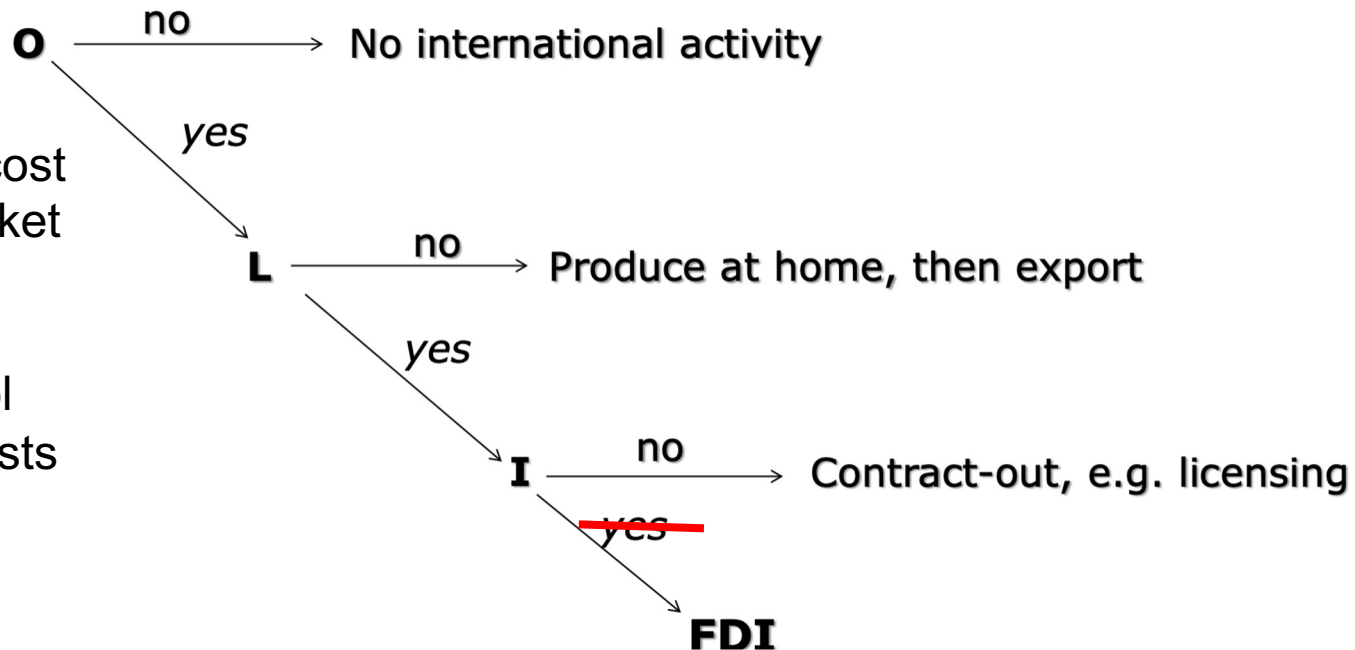
Licensing

Pros:

- Lower risk & cost
- Taste the market

Cons:

- Loss of control
- Reputation costs



Reference: "Gorillas partners with Spin&Co in Denmark"

<https://gorillas.io/en/blog/gorillas-partners-with-spin-and-co-in-denmark>