

## **The Brazilian Online Food Delivery Market: Evolution, Dominance, and Disruption**

**FABIANO MONETTI**

ESCOLA DE ADMINISTRAÇÃO DE EMPRESAS DE SÃO PAULO (FGV-EAESP)

### **O caso**

This case examines Brazil's R\$40.5B food delivery battleground, where iFood's 80% dominance—forged through exclusivity contracts, ecosystem diversification, and hyper-localization—faces disruption. Rappi, Latin America's pioneering Super App, struggles with operational missteps and late-entry disadvantages despite post-CADE antitrust reforms. The narrative analyzes iFood's entrenchment, Rappi's \$250M counteroffensive (zero commissions, 10-min delivery), and looming threats from global entrants like Meituan. Students confront Brazil's "triple fragmentation" (regional cultures, income tiers, log

### **Objetivo de ensino**

Equip students to: 1) Analyze barriers using Porter's Five Forces (iFood's exclusives, Rappi's late-mover disadvantage); 2) Evaluate antitrust economics via Bain's Limit Pricing and Tirole's platform models (CADE's 2023 TAC ruling); 3) Design disruption strategies applying Christensen's framework (Rappi Turbo's ultra-fast delivery); 4) Assess localization with Ghemawat's CAGE Distance (iFood's cultural fluency vs. Rappi's pan-regional rigidity).

### **Fontes e Métodos de coleta**

Statista/Euromonitor (market size/CAGR)

Magazines, newspapers, websites (ABRASEL, E-Commerce Brasil, Estadão, Folha, Uol, CNN, Época Negócios, Veja, Exame)

Mixed-method triangulation validates competitive dynamics, operational failures, and regulatory impacts.

### **Disciplinas sugeridas para uso do caso**

1. Strategic Management: VRIO/SWOT analysis of iFood's ecosystem and Rappi's operational weaknesses.
2. Antitrust Economics: Rey & Tirole's foreclosure theory applied to CADE's exclusivity ban.
3. International Business: Khanna & Palepu's institutional voids in Brazil's regulatory landscape.
4. Marketing Strategy: Trout & Rivkin's positioning frameworks for platform differentiation.
5. Emerging Market Finance: Cross-subsidization economics in Super-App models. (599 characters)

### **Sugestões de bibliografia**

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Liboredo, J. C., Amaral, C. A. A., & Carvalho, N. C. (2023). Food delivery before and during the COVID-19 pandemic in Brazil. *Nutrition & Food Science*, 53(2), 301-318.

Parker, G., Petropoulos, G., & Van Alstyne, M. W. (2020). Digital platforms and antitrust. In *The Oxford Handbook of Institutions of International Economic Governance and Market Regulation*.

Tirole, J. (2017). Economics for the common good. Platform regulation.