

Mercato Metropolitano *A Scalable Business Model?*

Strategy

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Abstract

As he did every day, Andrea Rasca, founder and Chief Executive Dreamer (CED) of Mercato Metropolitan (MM) was walking along the River Thames to get to work. But it wasn't just any other day. That day, Andrea was going to sign off on a deal with a venture capitalist – a deal which would take his innovative marketplace to Tokyo, New York, Dubai, Miami, Rio de Janeiro, and other strategic locations around the world. Andrea's dream to disrupt food retail and food hospitality was becoming a reality: "Our approach is to draw on the basic principles of 'small is beautiful' and 'natural is good'. MM is a manifesto which goes against the Nestlé and Unilever-type of business. MM revolves around individuals: small-scale farmers, local producers and members of the local community". However, the big question surrounding Mercato in the months to follow was: Could Andrea prove he had a sustainable business model that was ready to scale globally?

This case is for educational purposes and is not intended to illustrate either effective or ineffective management of an organisational situation. The situations and circumstances described may have been dramatized or modified for instructional purposes and may not accurately reflect actual events.

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Biography

Paolo performs scientific research in performance measurement and management, business networks and corporate sustainability. These research activities have been documented in many books, chapters, journal and conference papers. He is the Editor and Co-Author of the books "Business Performance Measurement and Management: new contexts, themes and challenges" and "Corporate Sustainability" published by Springer. Paolo teaches management courses at both the undergraduate and graduate level, and he's a regular speaker in international MBA and EMBA programs in Europe, Africa, Asia, and the Americas.

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