

Too Good To Go: Strategic Market Expansion Report – New Regions Analysis



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January 2026

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1. TOO GOOD TO GO: THE COMPANY

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Founded in **2016 in Copenhagen, Denmark**, Too Good To Go is a social-impact driven technology company that has become a **global leader in food waste reduction**. The company was created in response to a growing awareness of the massive scale of food waste worldwide and the lack of simple, scalable solutions to address it.

Today, Too Good To Go operates from its headquarters in **Copenhagen**, with major operational hubs such as **London**, which oversees UK activities. The company is led by **CEO Søren Stephansen**, who has played a key role in scaling the company internationally while preserving its mission-driven DNA.

Too Good To Go has raised over **€100 million** through multiple funding rounds, including **Series C and Series D**, attracting prominent international investors. This strong financial backing has enabled the company to invest heavily in technology, international expansion, marketing, and partnerships. As a result, Too Good To Go has achieved **unicorn status**, with a valuation exceeding **€1 billion**, confirming both its economic viability and strategic relevance.

2. GLOBAL PRESENCE: WHERE IS TGTG LIVE?

Too Good To Go operates in 17+ countries across Europe, North America, and beyond. Here's the current footprint:

- Denmark (2016) - 2,000+ restaurants, 500k+ users
- UK (2017) - 4,500+ restaurants, 2M+ users
- Sweden (2017) - 2,500+ restaurants, 800k+ users
- Norway (2017) - 1,500+ restaurants, 400k+ users
- Finland (2017) - 1,200+ restaurants, 300k+ users
- Germany (2018) - 5,000+ restaurants, 1.5M+ users
- France (2018) - 3,500+ restaurants, 1.2M+ users
- Netherlands (2018) - 2,000+ restaurants, 600k+ users
- Belgium (2018) - 800+ restaurants, 200k+ users
- Italy (2019) - 1,500+ restaurants, 400k+ users
- Spain (2019) - 2,000+ restaurants, 700k+ users
- Poland (2019) - 1,200+ restaurants, 300k+ users
- Switzerland (2019) - 1,000+ restaurants, 250k+ users
- Canada (2020) - 1,500+ restaurants, 500k+ users
- USA (2020) - 3,000+ restaurants, 800k+ users
- Australia (2021) - 1,000+ restaurants, 300k+ users

- Japan (2022) - 500+ restaurants, 100k+ users

Global Totals: ~40,000+ partner businesses | 20+ million active users | €30M+ GMV annually

3. REAL IMPACT (2023-2024)

- Active Users: 20+ million (monthly active)
- Partner Businesses: 40,000+ restaurants, bakeries, stores, hotels
- Food Rescued: 500,000+ TONS from landfill
- CO2 Prevented: 1.2 MILLION tons CO2 equivalent
- Meals Sold (Annually): 50+ million meals at discount
- Revenue (Estimated 2023): €300-400 million GMV
- Waste Prevented/Day: 1,400+ tons globally
- Countries Operating: 17 active + planning expansion

This report outlines a data-driven international expansion plan, leveraging market analytics to identify key growth opportunities in new regions.

1. Three-Country Screening

We initially assessed Mexico, United Arab Emirates (UAE), and Ivory Coast across impact potential, market depth, and digital readiness.

Highlights:

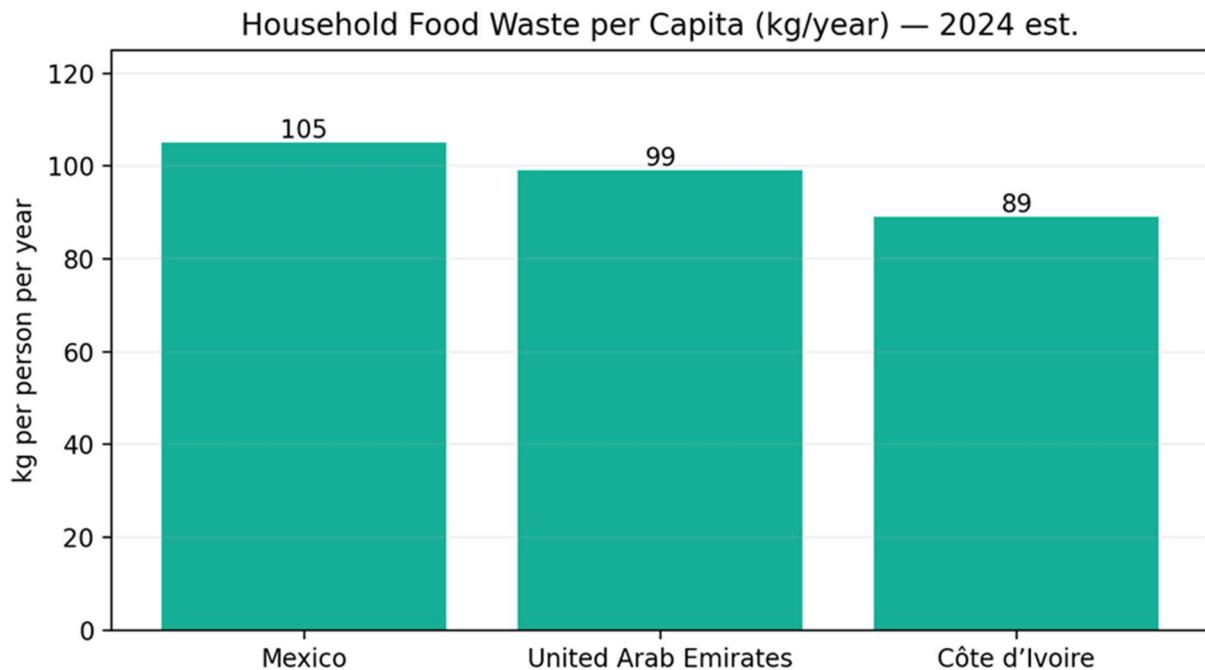


Fig. 1 — Household food waste per capita (kg/year). Source: WorldPopulationReview (compiled from UNEP Food Waste Index 2024); UNEP Food Waste Index 2024.

Data indicates that these three regions exhibit disproportionately high rates of household food waste per inhabitant

- Mexico shows high per-capita household food waste (~105 kg/year) and very large urban agglomerations where surplus and demand meet.
- UAE has substantial hospitality-driven surplus and strong ESG pressure on hotels/caterers to measure and reduce waste; data-rich reporting aligns with our value proposition.
- Ivory Coast presents social impact potential and growing urban food businesses, but purchasing power and digital infrastructure suggest sequencing it after Mexico.

2. Why Mexico (CDMX First)

2.1 Demand & Supply Signals

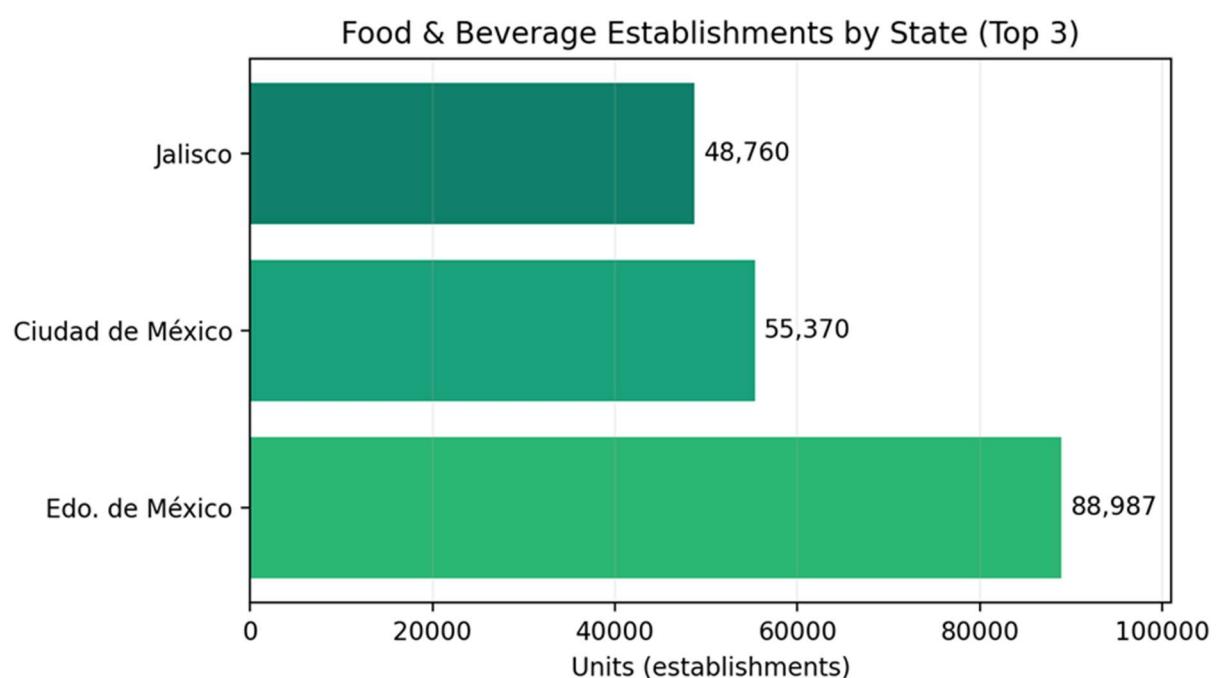


Fig. 2 — Food & beverage establishments — top states. Source: Data México (DENUE, May 2025).



Fig. 3 — CDMX restaurants & eating places (units), 2019 vs 2025. Source: INEGI Censos Económicos 2019 (CDMX); Data México (DENUE, May 2025).

2.2 Digital Readiness: Smartphone penetration in Mexico reached ~95.7% of active mobile lines (Q3-2024), enabling an app-only model and cost-efficient acquisition through TikTok/Instagram/Maps.

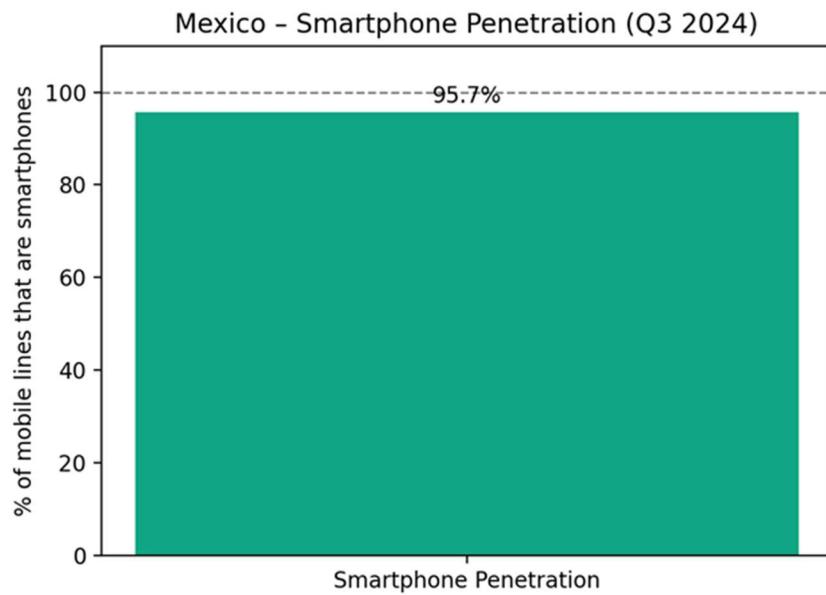


Fig. 4 — Smartphone penetration (Q3-2024). Source: The Competitive Intelligence Unit (The CIU).

2.3 Pricing Context: Food inflation is moderate, supporting value messaging (“Salva comida. Salva dinero.”).

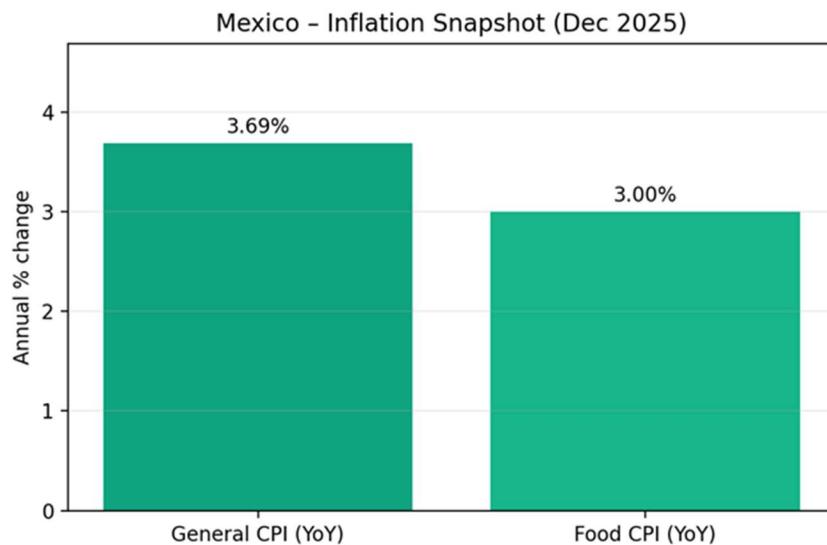


Fig. 5 — Inflation snapshot (Dec 2025). Source: INEGI CPI; INEGI via TradingEconomics (Food CPI).

2.4 Potential User Base (Metro CDMX) — top-down

Metro population: ~22,752,000. Assuming 80% aged 15+ and 95.7% smartphone adoption among adults → Potential app-ready adults ~17,418,931.

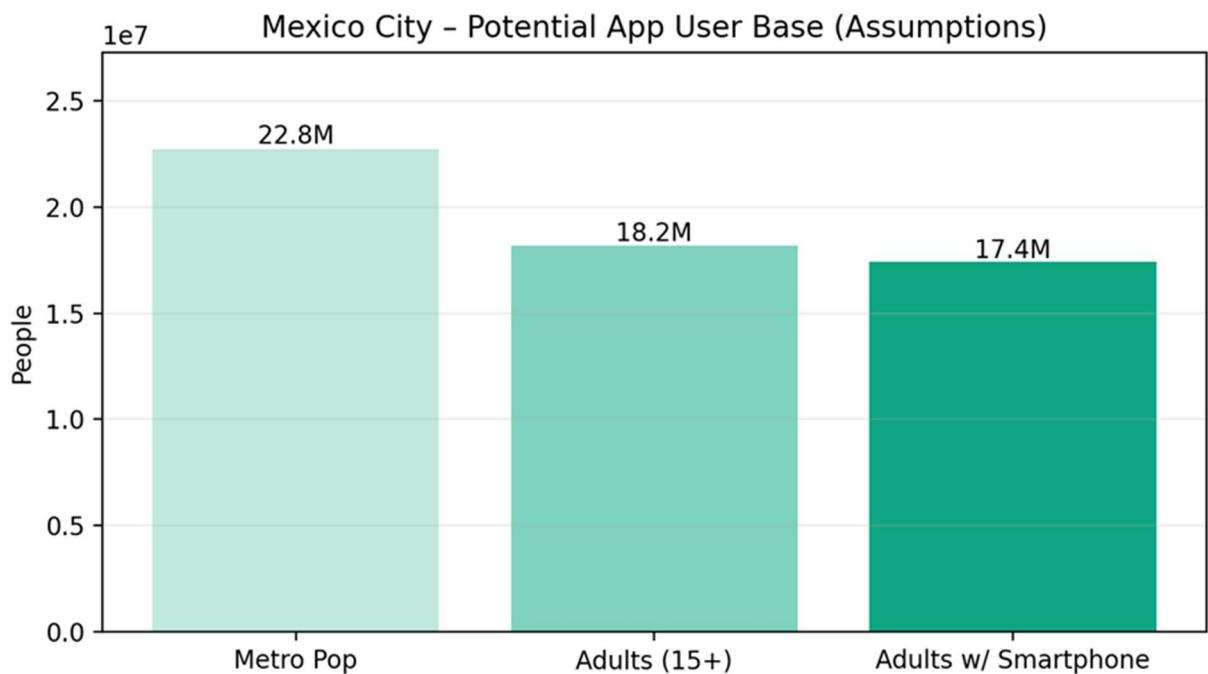


Fig. 6 — Potential app user base (assumptions stated). Sources: Macrotrends (metro population 2025); The CIU (smartphones).

Here is the refined version in English, structured for maximum strategic clarity and executive impact.

3. Entry Model & Launch Strategy

Expansion Model: Direct Growth

We will execute a **Direct Expansion** model to maintain full control over brand equity, operational standards, and data integrity. The rollout is structured into three strategic phases:

1. **Pilot Phase:** Launch in Mexico City (CDMX) to establish the core engine.
2. **Secondary Expansion:** Scale to high-density hubs (Guadalajara, Monterrey, Puebla, Querétaro).
3. **National Scaling:** Full nationwide deployment once unit economics and KPIs are validated.

Competitive Landscape

Direct Competitor: Cheaf (Marketplace Surprise-Bag Model)

- **Model:** Pickup-only marketplace (similar to Too Good To Go) offering "Surprise Bags" at 50–70% discounts across bakeries, cafés, and supermarkets.
- **Footprint:** 1M–3.5M users and 1,000–1,600 stores across ~25 Mexican cities; currently expanding regionally.
- **Signals:** Strong partnership portfolio (*Maison Kayser, El Globo, Sanborns, Aranzazu*) and high sell-through rates (8/10 bags).

Adjacent Competitor: Kigüi (Cashback & B2B Solutions)

- **Model:** Originally a consumer cashback app (40–60% off near-expiry items).
- **Pivot:** In 2024–2025, shifted focus toward **B2B/AI (Kigüi For Business)** to help retailers monitor expiry dates and automate markdowns.
- **Edge:** Backed by AWS Impact Accelerator and The Yield Lab Latam. While they compete for supermarket surplus, they are not a 1:1 substitute for the "Surprise Bag" consumer experience.

Our Competitive Posture

To displace incumbents and capture market share, we will execute a five-point strategy:

- **Chain-First Acquisition:** Secure multi-city agreements with national chains. We differentiate by providing **Enterprise Impact Dashboards** that track CO₂e savings and meal metrics for corporate ESG reporting.
- **Operational Quality:** Implementing tighter pickup windows and issue-rate guarantees. We provide merchant coaching to maximize sell-through and offer SLA-based support via a dedicated WhatsApp Business channel.
- **"Surround" Strategy:** Use supermarkets and hotel buffets as **anchor locations**, then densify small-to-medium business (SMB) clusters around these anchors to boost consumer liquidity and reduce travel time.

- **Margin-Preserving Pricing:** Protect merchant margins by avoiding permanent rate cuts; instead, utilize time-boxed launch promotions to drive initial user acquisition.
- **Mission & Compliance:** Align brand messaging with UNEP waste data and municipal sustainability goals, ensuring full compliance with local regulations (e.g., **NOM-051**).

4. Marketing Strategy & Brand Adaptation

Tone & Localization: Friendly, community-oriented, optimistic. Key lines: “Salva comida. Salva dinero.” / “Comida buena, precio justo.” / “Juntos contra el desperdicio.”

- **Channels:** TikTok, Instagram Reels, Google Maps listings, WhatsApp Business for merchant support; campus ambassadors (UNAM, IPN, Tec de Monterrey); NGOs; in-store QR; street teams; PR with sustainability angle.

5. Logistics, CX & Compliance

Operating model: TGTG does not handle food. App reservations, fixed pickup windows, no delivery. Merchant onboarding, dashboard, pickup guidelines, branded materials. Compliance guidance aligned to NOM-051 and safe handling of near-expiry products.

6. Cost of Installation & Local Setup (CDMX)

Category	Estimated Cost (USD)
Local team (first 6 months)	30,000–45,000
Marketing launch	15,000–25,000
Merchant kits	3,000
Legal + accounting	3,000–6,000
Office (optional)	1,000 / month
Travel & meetings	2,000
Contingency	5,000

Total estimated investment: \$60,000–\$90,000 for a strong launch in CDMX.

7. Demand & Adoption — Year-1 Scenarios (CDMX)

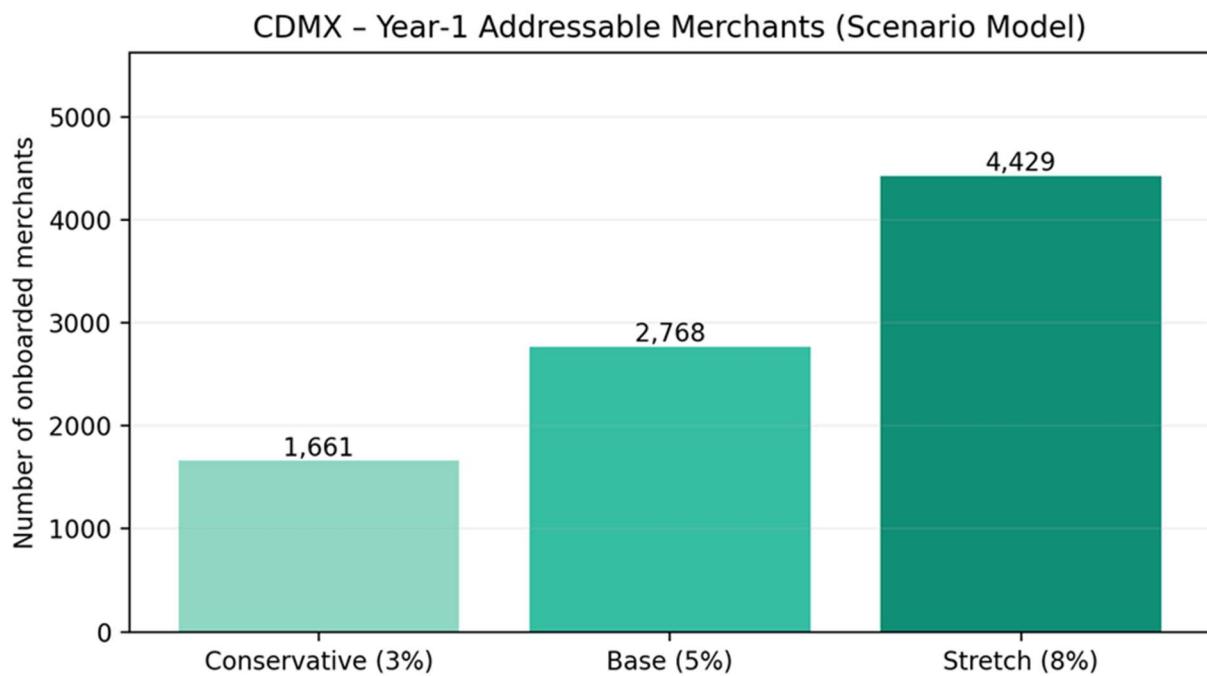


Fig. 7 — Onboarded merchants scenarios from CDMX base (DENUE May 2025).

Scenario	Onboarded merchants (count)
Conservative (3%)	1,661
Base (5%)	2,768
Stretch (8%)	4,429

Use these to size sales headcount, merchant kits, and CAC/LTV targets. (Assumptions documented; adjust as needed.)

8. Local Suppliers & Partnerships

- Target merchants: bakeries, cafés, restaurants, supermarkets (Soriana, Chedraui, La Comer), hotels & buffets. Source locally for printed materials, kits, promos, event logistics to reduce cost and support local SMEs.

9. Differentiation

- Global brand trust & stronger national-chain partnerships
- Superior app technology & user experience
- Community-driven mission and ESG reporting (CO₂ saved, meals rescued) for merchants

10. Key Risks & Mitigations

- Merchant churn → Mitigation: data-backed coaching, pickup-window optimization, featured placement incentives.
- Quality at pickup → Mitigation: templated prep & labeling, rating triggers, spot checks.
- Regulatory changes → Mitigation: local counsel; template SOPs aligned to NOM-051.

11. KPIs for Pilot

- Active merchants (M) & net adds/week
- Surprise Bags listed vs. sold (%) and daily sell-through
- NPS at pickup; order issue rate (%)
- Rescued meals & CO₂e avoided

12. Timeline (Indicative)

- Month 0–1: legal, pilot merchant LOIs, city team hiring
- Month 2: merchant onboarding sprint, campus & street activation
- Month 3–4: PR + supermarket/hotel chains; iterate pickup windows
- Month 5–6: reach Base scenario; prep Guadalajara/Monterrey launch

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Conclusion

Mexico is a high-potential market. With direct expansion, localized branding, strong partnerships, and a structured rollout, TGTG can establish leadership in anti-food-waste services in Mexico. Start with CDMX, hit Base scenario by Month-6, then expand to Guadalajara and Monterrey.

References (Key Sources)

- UNEP — Food Waste Index Report 2024 (global scale, methodology)
- WorldPopulationReview — Country food-waste per-capita table (compiled from UNEP)
- Data México (Secretaría de Economía) — DENUE May 2025 restaurant/eating places counts
- INEGI — Censos Económicos 2019 (CDMX establishments); CPI dashboard
- Macrotrends — Mexico City metro population 2025
- The Competitive Intelligence Unit (The CIU) — Smartphone penetration Q3-2024
- TradingEconomics (INEGI source) — Mexico food CPI (Dec 2025)