

Teaching Notes

Case Study: *Jollibee - Revolutionizing Supply Chain and Logistics with Digital Transformation*

About This Case Study

Case Study Company: [Jollibee Group](#)

Jollibee Group, originating as a small ice cream business in Manila in 1975, has grown into a global culinary powerhouse headquartered in the Philippines. Renowned for its iconic fried chicken and localized menu offerings, Jollibee boasts a vast portfolio of 19 brands and over 6,500 stores across 34 countries. What sets Jollibee apart is its adeptness at tailoring its menu to diverse cultural tastes. Beyond its culinary success, the company has embarked on a pioneering digital transformation journey, leveraging technology to revolutionize its supply chain and logistics globally. By embracing digitalization, Jollibee aims not only to enhance operational efficiency but also to foster transparency, traceability, and sustainability in its fast-food supply chain, setting new benchmarks in the industry.

Case Summary

Employing a fact-based approach, this case study follows Jollibee as it pioneers a digital transformation in its supply chain and logistics. The focus is on unraveling how Jollibee strategically navigated the complexities of the fast-food industry, adapting its offerings to diverse markets while embracing cutting-edge technology to revolutionize its global supply chain.

The expected outcome is a comprehensive understanding of how digitalization has not only propelled Jollibee's global expansion

but has also redefined industry standards. It's crucial to note that this case study was first written in December 2023 and will be continuously updated. Utilizing secondary sources without direct review from the case company, it offers an independent and evolving perspective on Jollibee's digital odyssey.

Keywords

- Supply Chain and Logistics Management
- Digital Transformation
- Global Expansion
- Fast Food Industry
- Philippines / Southeast Asia

Teaching Objectives

This case is recommended for courses related to Supply Chain and Logistics, Digital Transformation, and Food Retail. The potential key teaching objectives include:

- Explore Jollibee's supply chain intricacies and how digitalization enhances efficiency, transparency, and traceability in fast food.
- Analyze how Jollibee employs digital technologies for supply chain enhancement, offering insights into broader industry transformations.
- Examine challenges and opportunities in expanding a local brand globally, focusing on menu adaptation and cultural considerations.
- Understand how Jollibee's digital initiatives, like mobile apps and virtual drive-thrus, enhance the customer experience.
- Examine how Jollibee navigated challenges during COVID-19, emphasizing adaptability and business resilience.
- Foster critical thinking skills by assessing Jollibee's decisions in its digital transformation, promoting strategic planning and adaptability.

Suggested Teaching Plan

Pre-Discussion Session

It is recommended that instructors provide the case study to their students and participants at least 3 days before the discussion session, in order to allow them to understand the case and prepare for the discussion. The discussion questions are already attached to the case study. Instructors can also encourage students and learners to do some learning on the following business concepts and frameworks:

- Supply Chain and Logistics Management
- Digital Transformation in Supply Chain

Instructors can utilize their own materials to provide extra reading to students or additional information sections to give students some understanding before delving into the case study content.

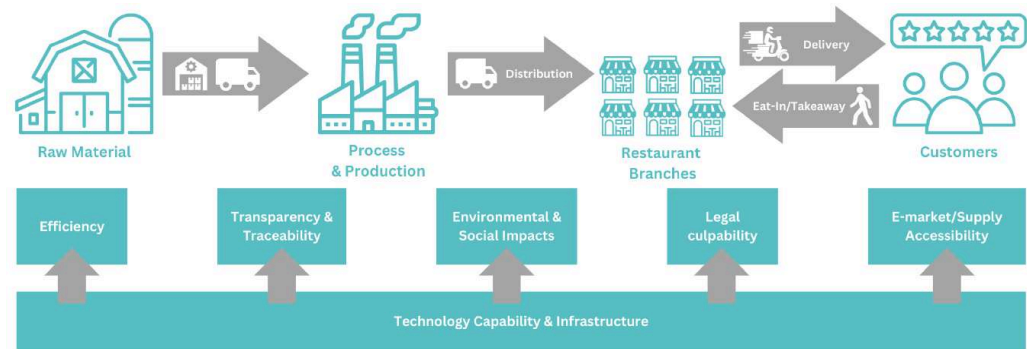
Discussion Session Plan *(for a 90-minute session)*

***Notes:** *It depends on the level, program, and the students, the discussion plan for this case can be tailored accordingly, in terms of time, focus, and how to operate the session.*

Duration	Key Learning & Discussion	Supporting Information and Important Notes
10 min.	Introduction + Recap (Optional)	<p>Instructors and facilitators introduce the case and background information.</p> <p>It is optional to recap the contents of the case study. The instructor can do a recap, to define the situations and the problems that the case features.</p> <p>The recommended flow is as follows:</p> <ul style="list-style-type: none"> • Company Background: Jollibee Group

		<ul style="list-style-type: none"> • The Supply Chain: The World of Fast Food • The Supply Chain and Digitalization in Jollibee • The Challenges and Future to Come
5 min.	Setting up groups (Optional)	<p>Before delving into the discussion, instructors can set up smaller groups of students. One group can consist of 4-6 students.</p> <p>Possible ways to operate groups include:</p> <ol style="list-style-type: none"> 1. Each group goes through all discussion questions of the case study, then shares opinions and discusses with other groups to gain different points of view. 2. Each group focuses on one discussion question. After the group discussion, they share with other groups the findings from their question. 3. Students discuss the questions in groups for around 5 minutes before each discussion question. <p>This discussion session plan is suitable for the setup (1) or (2) of group discussion.</p> <p>Otherwise, if instructors do not choose to set up groups and instead encourage individual participation, they can jump into each discussion question right away.</p>
15 min.	<p>DISCUSSION 1</p> <p>How can supply chain digitalization benefit fast-food chains?</p>	<p>Give space for students/learners to share the answer. Should the instructor/facilitator want to summarize each discussion, the content for the recap can be as follows.</p> <p>Supply chain digitalization emerges as a game-changer, and Jollibee Group's transformative journey serves as a compelling illustration. Leveraging</p>

cutting-edge technologies, fast-food chains can revolutionize their operations and unlock multifaceted advantages.



Digitalizing The Supply Chain | Source: Prepared by the Nikkei BizRuptors Team from multiple sources

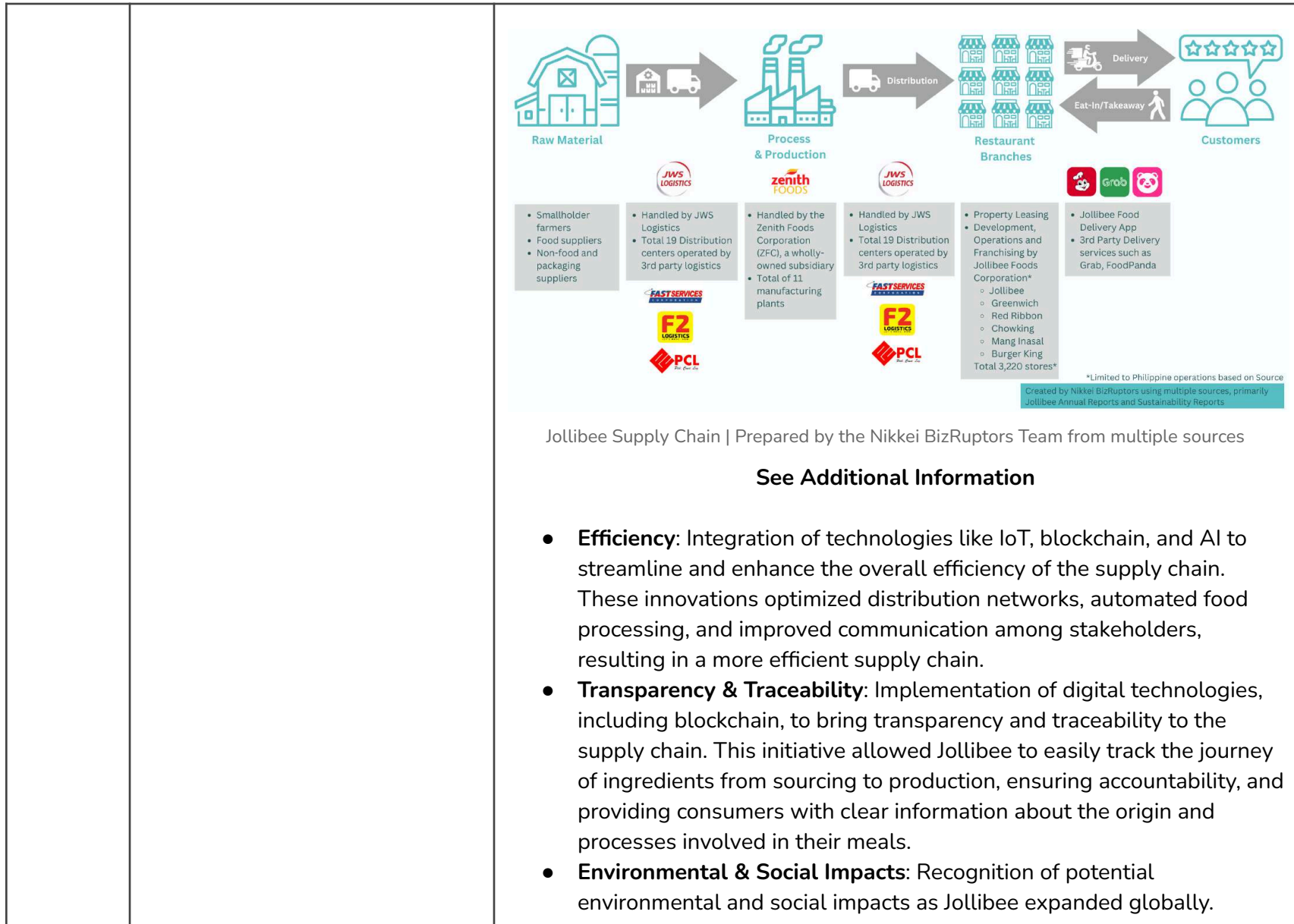
See Additional Information

- **Efficiency Improvement:** Supply chain digitalization can enhance operational efficiency by utilizing technologies like IoT, AI, and blockchain to optimize processes, reduce errors, and automate food processing in fast-food chains.
- **Transparency and Traceability:** Digitalization provides transparency in the supply chain, allowing fast-food chains to trace the source of ingredients, monitor suppliers, and quickly identify and address any issues, fostering trust and safety for consumers.
- **Cost Reduction:** Through the integration of digital technologies, fast-food chains can streamline distribution networks, automate processes, and implement data-driven decision-making, leading to cost reduction in the supply chain.
- **Adaptability to Local Markets:** Digitalization enables fast-food chains

		<p>to adapt their supply chain to local preferences efficiently, offering customized menus in different countries, and responding to diverse tastes and preferences.</p> <ul style="list-style-type: none">● Environmental and Social Impact Assessment: By incorporating digital technologies, fast-food chains can assess and mitigate environmental and social impacts in their supply chain, meeting consumer expectations for sustainability and responsible business practices.● Legal Compliance: Digitalization facilitates the implementation of legal requirements and regulations, especially for fast-food chains exporting to countries with stringent standards, ensuring compliance and avoiding legal issues.● Predictive Analytics for Demand Forecasting: Utilizing predictive analytics in Supply Chain 4.0, fast-food chains can more accurately forecast customer demand, leading to improved inventory management, reduced operational costs, and enhanced customer satisfaction.● E-market Expansion: Digitalization opens avenues for fast-food chains to explore new markets through e-commerce platforms, reducing reliance on traditional distributors and increasing supply availability globally at lower costs.● Improved Communication: Integrated information systems using ICT enhance communication among the various stakeholders in the supply chain, reducing errors, speeding up documentation processes, and ensuring greater accuracy.● Real-time Planning and Flexibility: Supply Chain 4.0 emphasizes real-time planning, providing fast-food chains with the flexibility to react to changing demand or supply situations promptly, fostering agility in their operations.
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<p>15 min.</p>	<p>DISCUSSION 2 What were the key motivations and drivers behind Jollibee's decision to digitalize its supply chain and logistics? How has Jollibee leveraged technology to enhance its supply chain operations, from sourcing ingredients to delivering meals to customers?</p>	<p>Give space for students/learners to share the answer. Should the instructor/facilitator want to summarize each discussion, the content for the recap can be as follows.</p> <p>Jollibee's decision to digitalize its supply chain and logistics was driven by the imperative of global expansion, responsiveness to market dynamics, a focus on operational efficiency, transparency and traceability goals, customer-centricity, industry advancements, sustainability considerations, pandemic-driven challenges, strategic vision, and a commitment to continuous improvement and innovation.</p> <ul style="list-style-type: none"> ● Global Expansion Imperative: The need for global expansion compelled Jollibee to enhance its supply chain and logistics through digitalization, ensuring efficiency and consistency across diverse international markets. ● Market Dynamics and Consumer Trends: Adapting to evolving market dynamics and changing consumer trends, particularly heightened by the COVID-19 pandemic, drove Jollibee to invest in digital technologies for agility and responsiveness. ● Enhanced Operational Efficiency: Jollibee aimed to improve operational efficiency by embracing digital technologies, and streamlining processes from procurement and production to distribution and customer delivery. ● Supply Chain Transparency and Traceability: The desire for enhanced transparency and traceability in the supply chain led Jollibee to adopt digital solutions, ensuring accountability and providing consumers with information about the sourcing and production of ingredients. ● Customer-Centric Focus: With a commitment to a customer-centric approach, Jollibee leveraged digital initiatives to gather customer
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		<p>feedback, enhance engagement, and improve overall satisfaction through efficient delivery services.</p> <ul style="list-style-type: none">● Technological Advancements in the Industry: The acknowledgment of technological advancements in the supply chain industry, including Industry 4.0, prompted Jollibee to stay at the forefront of innovation to remain competitive and meet evolving industry standards.● Sustainability and Compliance: Jollibee's digitalization efforts align with sustainability goals, addressing environmental and social impacts by ensuring compliance with regulations and industry best practices.● Response to the COVID-19 Pandemic: The challenges posed by the COVID-19 pandemic accelerated Jollibee's digital transformation, emphasizing the importance of robust digital systems to navigate disruptions, optimize delivery services, and ensure business continuity.● Strategic Vision and Competitiveness: Jollibee's overarching vision to be among the top restaurant companies globally necessitated a strategic digital transformation to maintain competitiveness, drive growth, and position itself as an industry leader.● Continuous Improvement and Innovation: Jollibee's commitment to continuous improvement and innovation, evident in initiatives like the Farmer Entrepreneurship Program and the adoption of technologies like AWS and Ivalua, showcases its dedication to staying ahead in a dynamic market.
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<p>15 min.</p>	<p>DISCUSSION 3 How has Jollibee's digital transformation impacted its global expansion strategy and the ability to enter new markets? What are the challenges they could face?</p>	<p>Give space for students/learners to share the answer. Should the instructor/facilitator want to summarize each discussion, the content for the recap can be as follows.</p> <p>Jollibee's digital transformation has played a pivotal role in fortifying its global expansion strategy and facilitating entry into new markets.</p> <ul style="list-style-type: none"> ● Adaptability through Digital Technologies: Jollibee's digital transformation enhances adaptability to diverse markets. Customization of menu offerings and operational processes is facilitated by digital tools. ● Streamlined Entry into New Markets: Digital technologies expedite the seamless entry into new territories. The ability to navigate regulatory

		<p>landscapes efficiently enhances global expansion efforts.</p> <p>However, amidst the successes of digital transformation, Jollibee faces inherent challenges in its global expansion endeavors.</p> <ul style="list-style-type: none"> ● Cultural Nuances and Consumer Tastes: Cultural differences and varying consumer preferences pose challenges. Meticulous market research is required to understand and adapt to local tastes. ● Intense Local Competition: Local competition in diverse markets demands strategic adaptation. Competing effectively in each region requires nuanced and localized approaches. ● Supply Chain Consistency Amidst Regulatory Diversity: Managing a consistent supply chain across diverse regulatory frameworks is complex. Agility and adaptability are crucial to meet varied regulatory demands in different countries. ● Resilience during the COVID-19 Pandemic: The pandemic highlighted the unpredictable nature of external factors. Demonstrating resilience and flexibility during unexpected disruptions is imperative for sustained global expansion success.
<p>15 min.</p>	<p>DISCUSSION 4 How can Jollibee sustain and further evolve its digital supply chain strategy to stay competitive in the fast-food industry?</p>	<p>Give space for students/learners to share the answer. Should the instructor/facilitator want to summarize each discussion, the content for the recap can be as follows.</p> <p>Jollibee can strategize on sustaining and advancing its digital supply chain to maintain competitiveness in the fast-food industry.</p> <p>Continuous Technological Integration</p> <ul style="list-style-type: none"> ● Investment in Emerging Technologies: Continue investing in emerging technologies such as AI, IoT, and blockchain to stay at the forefront of digital supply chain innovation.

		<ul style="list-style-type: none">● Regular Technological Upgrades: Implement regular technological upgrades to ensure the digital infrastructure remains cutting-edge and aligned with industry advancements. <p>Data-Driven Decision-Making</p> <ul style="list-style-type: none">● Enhanced Analytics and Predictive Modeling: Further develop analytics capabilities and predictive modeling to enable data-driven decision-making in supply chain management.● Real-time Data Utilization: Leverage real-time data to enhance agility, responsiveness, and proactive decision-making in response to market dynamics. <p>Global Standardization with Local Adaptation</p> <ul style="list-style-type: none">● Standardized Processes: Establish global standardized processes to ensure consistency and efficiency in the supply chain.● Localized Customization: Retain flexibility for localized customization, adapting supply chain strategies to meet specific market demands and cultural preferences. <p>Supplier Collaboration and Sustainability</p> <ul style="list-style-type: none">● Collaborative Supplier Relationships: Strengthen collaborative relationships with suppliers through digital platforms, fostering transparency and efficiency.● Environmental and Social Sustainability: Integrate sustainability measures into the digital supply chain, addressing environmental and social impacts to align with evolving consumer expectations. <p>Customer-Centric Approach</p> <ul style="list-style-type: none">● Digital Customer Feedback Systems: Enhance digital customer
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		<p>feedback systems to gather insights and preferences, informing adjustments in supply chain strategies.</p> <ul style="list-style-type: none"> ● Digital Engagement Platforms: Leverage digital platforms for customer engagement, loyalty programs, and innovative customer-facing initiatives. <p>Cybersecurity Measures</p> <ul style="list-style-type: none"> ● Robust Cybersecurity Protocols: Implement and continuously update robust cybersecurity measures to safeguard digital supply chain data and operations. ● Resilience Against Cyber Threats: Develop contingency plans and resilience strategies to mitigate potential disruptions from cyber threats. <p>Agile Response to Market Trends</p> <ul style="list-style-type: none"> ● Monitoring and Anticipating Trends: Stay vigilant in monitoring industry and market trends, anticipating shifts in consumer behavior and preferences. ● Agile Adaptation: Adopt an agile approach to swiftly adapt supply chain strategies in response to changing market dynamics. <p>Employee Training and Digital Literacy</p> <ul style="list-style-type: none"> ● Continuous Training Programs: Implement ongoing training programs to enhance employees' digital literacy and proficiency. ● Encouraging Innovation: Foster a culture of innovation and continuous improvement, encouraging employees to contribute ideas for optimizing digital supply chain processes. <p>Strategic Partnerships and Collaborations</p>
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15 min.	<p>DISCUSSION 5</p> <p>What are the potential future trends and innovations in supply chain and logistics that Jollibee should consider as part of its ongoing digital transformation efforts?</p>	<p>Give space for students/learners to share the answer. Should the instructor/facilitator want to summarize each discussion, the content for the recap can be as follows.</p> <p>Here are some trends and innovations that Jollibee could consider.</p> <ul style="list-style-type: none"> ● Blockchain for Enhanced Traceability: Utilize blockchain technology to further enhance traceability in the supply chain, ensuring transparency in sourcing and providing consumers with detailed information about the origin of ingredients. ● 5G Connectivity for Real-Time Data: Embrace 5G connectivity to enable real-time data transmission across the supply chain, enhancing communication, reducing latency, and facilitating quicker

		<p>decision-making processes.</p> <ul style="list-style-type: none">● Autonomous Vehicles and Drones: Explore the integration of autonomous vehicles and drones for last-mile delivery and intra-warehouse logistics, potentially reducing delivery times and operational costs.● Predictive Analytics and AI for Demand Forecasting: Invest in advanced predictive analytics and AI algorithms to improve demand forecasting accuracy, allowing for proactive adjustments in inventory management and production planning.● Smart Warehousing with IoT: Implement IoT in warehousing operations for real-time monitoring of inventory, enabling better optimization, minimizing stockouts, and enhancing overall warehouse efficiency.● Robotics and Automation: Expand the use of robotics and automation in various aspects of the supply chain, from order picking in warehouses to automated cooking processes, to improve efficiency and reduce labor costs.● Sustainability Measures: Integrate more sustainability measures into the supply chain, such as eco-friendly packaging, and explore innovations like carbon-neutral delivery options to align with growing consumer expectations for environmentally conscious practices.● Digital Twins for Simulation and Optimization: Incorporate digital twin technology for simulation and optimization of supply chain processes, allowing Jollibee to run detailed simulations before implementing changes in the physical supply chain.● Collaborative Platforms for Supply Chain Visibility: Engage in collaborative platforms and technologies that enhance supply chain visibility, allowing Jollibee to have a comprehensive overview of the entire supply chain, from sourcing to distribution.
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15 min.	<p>DISCUSSION 6</p> <p>Do you think Jollibee's digital transformation is effective? How can other fast food chains learn from Jollibee?</p>	<p>Give space for students/learners to share the answer. Should the instructor/facilitator want to summarize each discussion, the content for the recap can be as follows.</p> <p>Jollibee's digital transformation appears to be effective, evident in its global expansion and successful adaptation to market challenges, particularly during the COVID-19 pandemic. The integration of technologies like Ivalua and AWS, coupled with initiatives like mobile applications and cloud kitchens, reflects a commitment to staying agile and innovative in response to evolving consumer behaviors and industry trends.</p> <p>Learning Points for Other Fast Food Chains</p> <ul style="list-style-type: none"> ● Investment in Emerging Technologies: Fast-food chains can learn from Jollibee's proactive investment in emerging technologies such as AI,

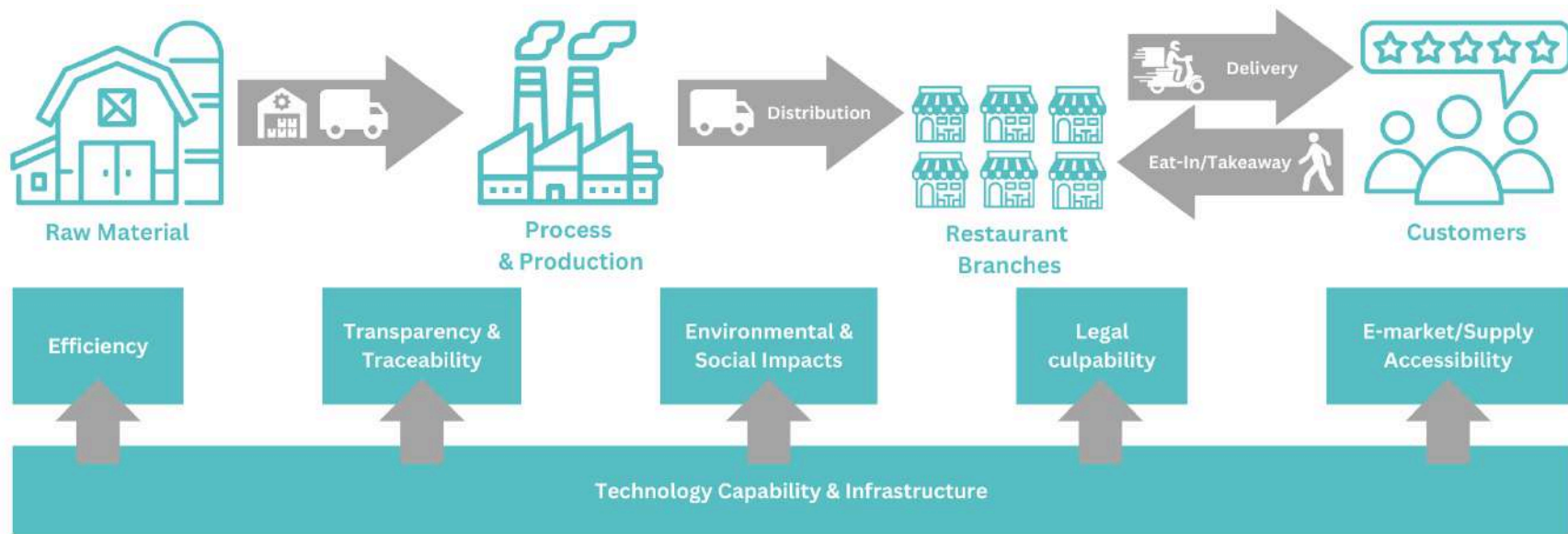
		<p>cloud computing, and data analytics to enhance operational efficiency and customer experience.</p> <ul style="list-style-type: none">● Global Standardization with Local Adaptation: Balancing global standardization with local adaptation allows fast-food chains to maintain brand consistency while catering to diverse regional preferences and regulatory frameworks.● Supplier Collaboration and Sustainability: Establishing collaborative relationships with suppliers through digital platforms fosters transparency and sustainability, ensuring a resilient and responsible supply chain.● Customer-Centric Approach: Prioritizing a customer-centric approach by leveraging digital feedback systems and engagement platforms enhances brand loyalty and responsiveness to consumer needs.● Cybersecurity Measures: Robust cybersecurity protocols are critical for protecting sensitive data. Fast-food chains should prioritize cybersecurity to safeguard operations and maintain customer trust.● Agile Response to Market Trends: Learning to adapt swiftly to market trends and unforeseen challenges is essential. Fast-food chains can implement agile strategies to stay ahead in a dynamic industry.● Strategic Partnerships and Collaborations: Exploring strategic partnerships and collaborations with industry peers can lead to shared insights, synergies, and collective problem-solving in a rapidly evolving market.● Flexibility and Scalability: Maintaining flexibility and scalability in operations prepares fast-food chains for unexpected disruptions, ensuring the ability to adapt to changing circumstances. <p>Jollibee's digital transformation serves as a model for fast-food chains seeking to navigate the complexities of the modern industry through technological</p>
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		innovation, adaptability, and a customer-centric focus.
10 min.	Wrap-Up	<p>Instructors and facilitators will wrap up the discussion. The following topics may be discussed during the wrap-up session.</p> <ul style="list-style-type: none"> ● Global Transformation through Digitalization: Jollibee, a Filipino-born fast-food chain, has successfully transformed itself into a global player through strategic digitalization of its supply chain and logistics. ● Supply Chain Digitalization: Jollibee's supply chain digitalization involves technologies like IoT, blockchain, and AI to enhance efficiency, transparency, and traceability. ● Digital Initiatives for Customer Experience: Jollibee's commitment to digital initiatives extends to customer-facing technologies, including mobile applications, loyalty programs, virtual drive-thrus, and cloud kitchens, aimed at improving customer experience. ● Adaptation during Challenges: Despite challenges, including the impact of the COVID-19 pandemic, Jollibee has showcased resilience by implementing a business transformation program, leading to recovery and profitability. ● Jollibee's commitment to ongoing digital initiatives, including the development of its mobile application, loyalty program, and cloud kitchens, signals a focus on continuous improvement. ● Challenges persist, including managing a consistent supply chain across diverse regions and ensuring operational efficiency and quality standards. ● Jollibee's journey highlights the transformative power of digitalization in the fast-food industry, providing lessons for other chains seeking to adapt to global markets, enhance sustainability, and meet evolving customer expectations.

		<ul style="list-style-type: none">● Digital transformation happens across other industries and can look different across industries. For example:<ul style="list-style-type: none">○ Retail<ul style="list-style-type: none">■ E-commerce Platforms: Similar to Jollibee's adoption of digital platforms for delivery, many retailers have embraced e-commerce, providing online shopping experiences and convenient delivery options.■ Personalization: Digital transformation allows retailers to analyze customer data for personalized recommendations, targeted marketing, and tailored shopping experiences.■ Supply Chain Optimization: Like Jollibee, retailers leverage digital technologies to optimize their supply chains, incorporating IoT for inventory tracking, AI for demand forecasting, and blockchain for transparency.○ Manufacturing<ul style="list-style-type: none">■ Industry 4.0 Integration: Manufacturing industries are embracing Industry 4.0 principles, incorporating IoT, big data analytics, and automation to create smart factories for efficient production processes.■ Predictive Maintenance: Digital transformation enables predictive maintenance through sensor data, minimizing downtime and reducing maintenance costs.
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Additional Information

Digitalization in the Fast Food Supply Chain



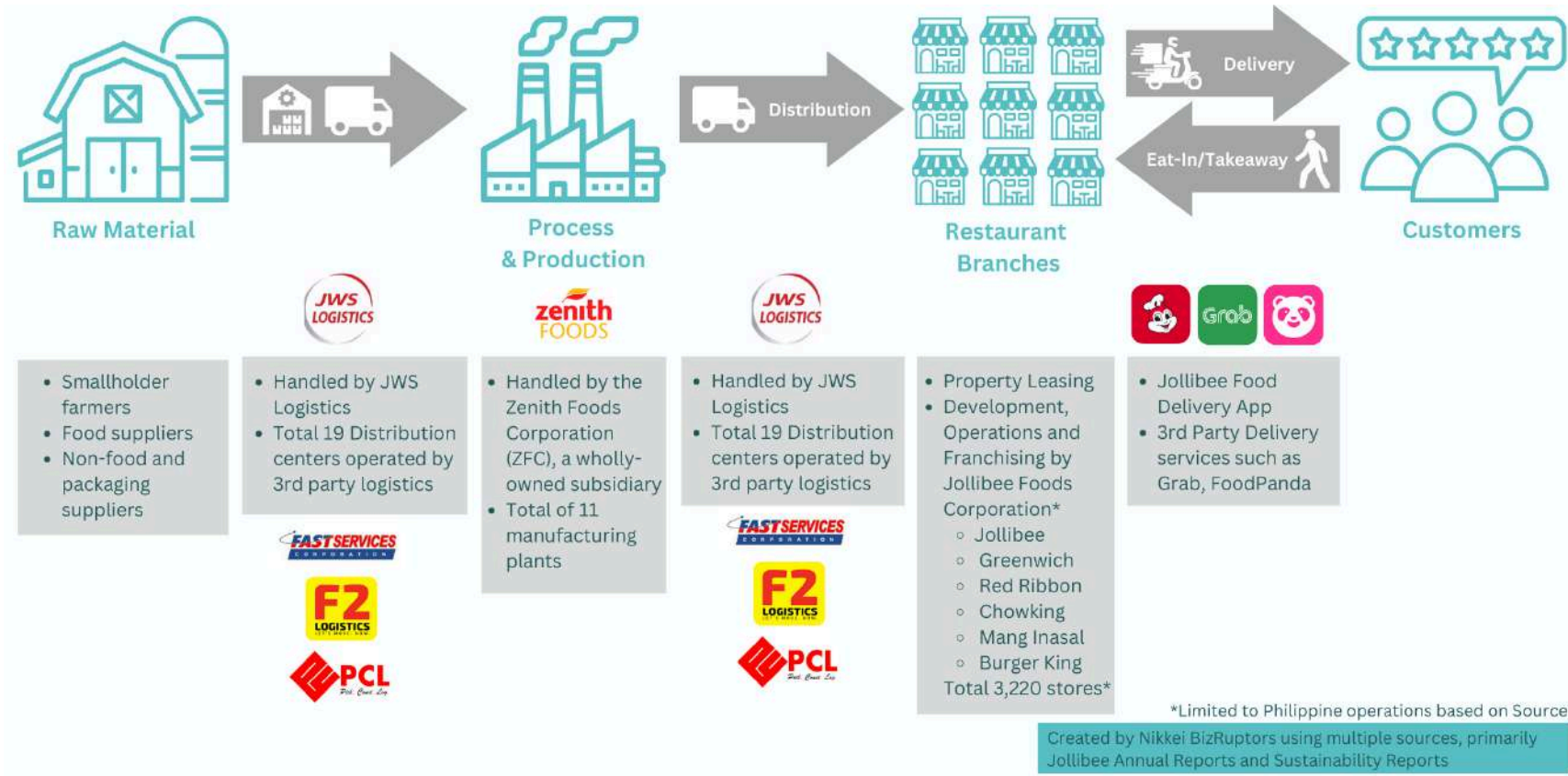
Digitalizing The Supply Chain | Source: Prepared by the Nikkei BizRuptors Team from multiple sources ^{[1] [2]}

- Efficiency** in the fast food supply chain is greatly enhanced through digitalization. Technologies such as IoT, blockchain, and AI contribute to a smarter supply chain, where big data analytics and blockchain verification reduce economic losses. This optimization allows for automated food processing, minimizing errors, and enhancing safety. Integrated information systems using ICT improve communication, reducing errors among various stakeholders and shifting from paper-based to electronic processes for faster documentation and increased accuracy.
- Transparency and traceability** are bolstered by digital technologies like blockchain, enabling easier tracking of the food's origin, suppliers, materials, and processes. This transparency is crucial for consumer safety and trust, as it facilitates quick identification of issues in the upstream chain, leading to timely solutions. However, this transparency also challenges the

supply chain to maintain reliability, environmental sustainability, and social responsibility to retain consumer trust and loyalty.

- **Environmental and Social Impacts:** Digitalization provides a means to assess and address environmental and social impacts as fast food supply chains expand. By offering full transparency and traceability, digitalization enables measures to mitigate negative impacts, such as deforestation caused by the supply chain.
- **Legal culpability:** Digitalization can facilitate compliance with legal requirements and regulations, particularly for fast food supply chains exporting to countries with heightened sensitivity to social and environmental issues. As technology advances, stricter legal requirements related to traceability become imperative, emphasizing the need for compliance within fast food supply chains.
- **E-markets/Supply Accessibility:** Digitalization not only poses challenges but also creates opportunities, especially with the expansion of e-commerce platforms. Fast food supply chains can explore new markets, enhance global supply accessibility, and reduce costs by connecting with customers through e-commerce platforms. This shift minimizes reliance on traditional distributors, thereby improving profit margins.

In the fast food supply industry, key players such as large food production companies, technology developers, and regulatory bodies play crucial roles in shaping the transformative impact of digitalization. They drive innovation, ensure compliance, and facilitate the integration of digital technologies into the supply chain. Digitalization emerges as a potent force revolutionizing the fast food supply chain, enhancing efficiency, transparency, and responsiveness to environmental and social concerns, while simultaneously urging companies to meet legal requirements and explore new markets.



Jollibee Supply Chain | Prepared by the Nikkei BizRuptors Team from multiple sources ^[1] ^[2] ^[3] ^[1]

¹ [Jollibee Foods Corporation 2021 Sustainability Report](#)

Sources of the Case Study & Teaching Notes

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