

Case Analysis – Pret A Manger

Ajay Chandar – DM 16103

Shorya Umang Jain - DM 16143

Prateek Sharma – DM 16160

Hiranya Garbha Deshmukh

Situational Analysis:

- Pret A Manger is British sandwich chain known not only for its quality of food but also for its attentive service.
- It has been popular in Great Britain and is set to expand in U.S. & Hong Kong.
- It had 282 shops in Britain, U.S. and Hong Kong by 2011.
- The CEO of Pret A Manger feels that that the market is not saturated and certain measures need to be taken.
- They intend to set up ‘twin stores’ – stores that are too small to include kitchens and instead received sandwich deliveries by trolley from parent shops which were one or 2 blocks away.

Problem Analysis:

- In the era of market saturation, it is becoming difficult for Pret A Manger to find suitable real estate that can satisfy the company’s requirements for prime street visibility and necessary kitchen space.
- Bridgepoint has set a challenging expansion goal of increasing the number of shops by 15 about 15% each year.
- But for doing so, they need to open more and more ‘twin stores’ where there will be no kitchen and hence, they will go against what Pet A Manger is known for.

In order to achieve its expansion target of 15%, Pret a Manger would necessarily have to twin. However, this could potentially damage the reputation of the brand, whose Unique Value Proposition is that it sells freshly-made sandwiches.

Solution

In order for Pret to retain its value proposition and successfully implement its twin store concept, the company should consider taking the following measures:

1. A branding exercise to distinguish the twin stores from the mother stores
2. Provision of sufficient physical proof that the sandwiches are fresh, despite the fact that they are not made at the twin store.

BRANDING EXERCISE

The Twin Stores that do not have kitchens should be branded (slightly) differently in order to distinguish them from the mother stores. This could be on the lines of *Pret A Manger Express* or *Pret Express*.

The promise of this brand would be that the sandwiches are just as fresh as they would be at a mother store, despite the fact that they are made outside. This can be achieved by providing physical evidence to this effect.

PHYSICAL EVIDENCE

Every twin store should provide enough physical evidence to convey the promise of freshness. A few ways to achieve this are as follows:

1. That the sandwiches are brought in by trolley is proof that the sandwiches are prepared close enough to the store for an employee to bring them in without motor transport. This could be emphasized through in-store posters.
2. Each twin store should prominently display the location of mother store from which it brings in its sandwiches.

This would serve to highlight the proximity of the source of the food to the twin store. As most patrons would know how close the neighborhood of the mother store is to the twin store, this would reinforce the promise of freshness.

3. The food delivered to the Twin stores would be packaged differently in order to do away with the "Freshly Made At This Store" label. This label could be replaced with a line that reads "Made at a Pret store ___ minutes away", with the blank filled with the number of minutes it takes a Pret employee to walk with the sandwiches from the mother store to the twin store.

4. Other elements - such as a chart displaying the number of deliveries that happen in a day, and a LED timer counting down the minutes to the next delivery - would also reinforce the frequency at which fresh food is delivered.

Conclusion

While it is important for Pret A Manger to set up new stores, it is important that the brand's unique value proposition remain. Therefore, a combination of brand extensions and physical evidence would help Pret let its customers know that its sandwiches are always fresh, irrespective of whether they are purchased at a mother store or at a twin store.

