



Competitive Landscape

Competitor Sea

Other QSR restaurants are included in this competitive research because consumers don't just choose salads among their salad category competitors but other countless fast and healthy options.



Direct Competitors

Chopt
Sweetgreen
CAVA
Dig.

Indirect Competitors

Panera
Chipotle
Dos Toros
Pokeworks
Glaze
Blue Barn
Farmer's Fridge
Good Eggs
Taim

*Choice of indirect competitors are base on locations, diversity, new business models within healthy options

Direct Competitors

Quick salad restaurants originals started way early 80's in New York and New Jersey. Highly popular among office workers and the price has never gone down.

BE ORIGINAL
SALADWORKS™
HERE IN NEW JERSEY • CALIFORNIA • TEXAS

CHOPT

2001
New York

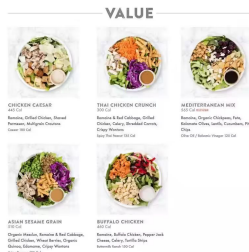


Average
Price per a
salad bowl

\$ 9 – \$14

just salad

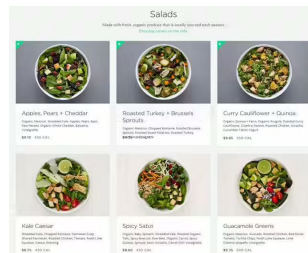
2006
New York



\$ 8 – \$12

sweetgreen

2007
Washington DC



\$ 11 – \$17

When a homemade salad could have just cost \$ 2 – 3 per bowl, it is now gone up to \$ 17 and over becoming more like a lifestyle to show off on social media and less accessible to consumers

Direct Competitors

Physical Location War

In this case, base in New York. It can be seen that location wise is specifically targeting high income neighborhoods for Sweetgreen – even Soho and touristy location. Meanwhile Chopt and Just Salad are very much just located in highly populated offices areas.



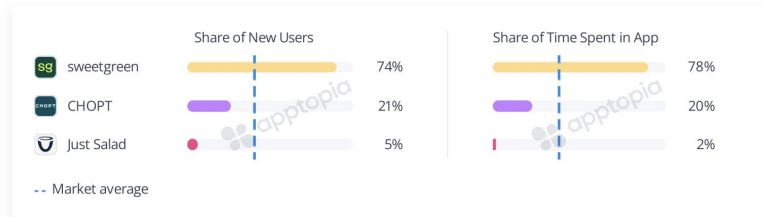
Pick-Up War (Mobile application)

Sweetgreen user wise killed the Chopt and Just Salad completely. This could be because the investment in design, promotion, and UX UI comfortability fuel with Gen Z target users

Competitor Highlights Quick facts about the top players in the market.

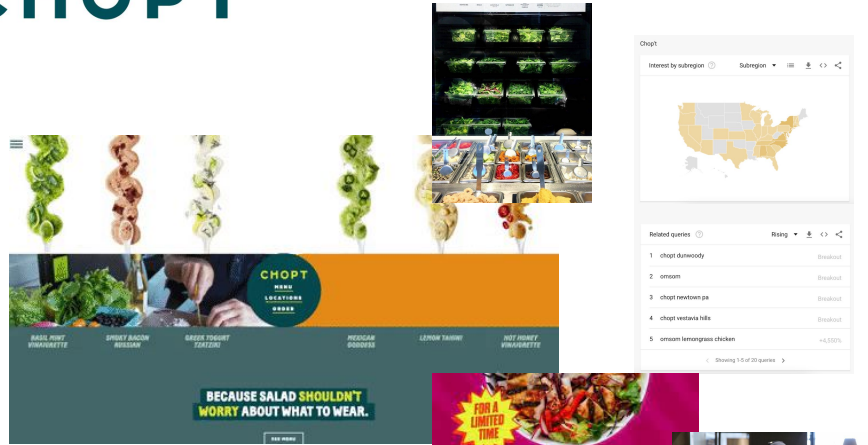
Most users	Best day 1 retention	Best day 30 retention
 75% MAUs  sweetgreen	 27% Of users returning  sweetgreen	 21% Of users returning  Just Salad

Market Share Understand which players are performing above or below market average.

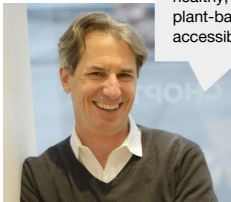


CLOSER LOOK AT

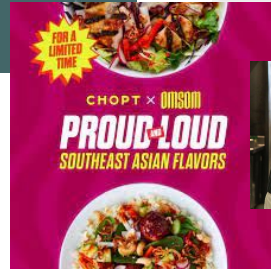
CHOPT



Our goal is to make healthy, flavorful plant-based food accessible to all.



FOUNDERS
CHOPT DOS TOROS
TABLE TAQUERIA



Fun Fact: there are QSRs salad in UK In 2004

chop'd

MISSION

Salad Isn't The Start Of The Meal,
It's The Whole Meal.

TAGLINE

Creative Salad Company

STORY

Founded in 2001 by two friends, who remain **hands-on managers** and who have grown the company to **66 restaurants** across the US

HEALTH / SUSTAINABILITY

No sugar is used in any of their salad dressings. / Feed the frontline

STORYTELLING

#ChoptTravels blog invites you to come along as we explore the globe's most craveable seasonal ingredients, best local farmer's markets, etc

CLOSER LOOK AT

sweetgreen

We'd like to make a
McDonalds of our
Generation

MISSION

**Fresh, Plant - forward, Earth Friendly
food**

STORY

We started sweetgreen as **three college students** who were simply looking for a healthier way to eat.

In 2007, we opened sweetgreen in
**Washington DC Now 140 locations
across 13 states**

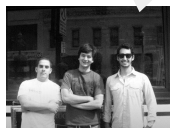
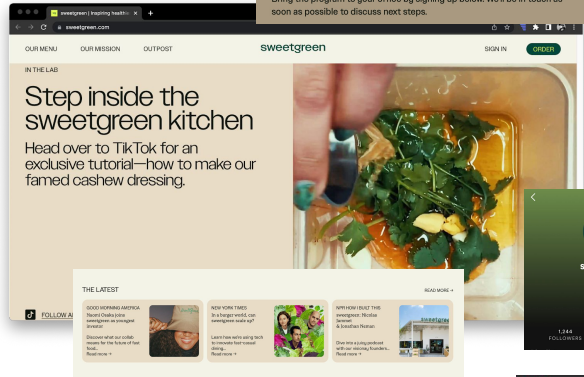
SUSTAINABILITY

Committed to becoming carbon neutral
by the end of 2027. Over the past 15
years, we're proud to have built a
network of local growers and
suppliers—more than 200 food partners
across the country,

- [WaterShed](#)
- **Food Sourcing**
- **Menu Development**

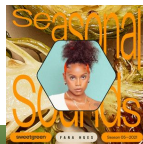
sweetgreen outpost

Bring the program to your office by signing up below. We'll be in touch as soon as possible to discuss next steps.



Full Interview ::

<https://youtu.be/5CYrRitPCVc>



Invite nature into your workplace with our low-fee office program that delivers personalized, plant-forward meals at the same time everyday.

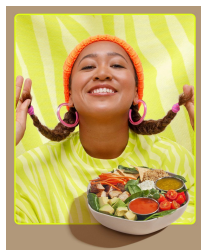
Sweetgreen Outpost is a batch delivery program that brings locally sourced, made-from-scratch food to work. When your office gets a Sweetgreen Outpost, you and your co-workers enjoy:

1. \$0 delivery fee on all orders
2. Healthy and delicious food made fresh to order
3. Easy individual ordering & in-app customization
4. Convenient pickup spot inside your office
5. Daily batched delivery (with no minimum orders)



Still WFH?

Learn about our sweetgreen credits program as your teams can fuel up with subsidized meals, wherever they are working.



We're leading a movement to reimagine fast food for a new era.

Our core values guide our actions and an aim to empower our customers, learn partners and partners to be a positive force on the food system. That's why we're building a transparent supply network, why we cook from scratch, and why we're building a community of people who believe in the power of real food.

WHO ARE WE REALLY UP AGAINST?

sweetgreen

Fashionable salad, leveraging “culture” (Art, Design, Sports, Social Media) voice of their Gen Z urban high income community. The brand not only centers around sustainability awareness but mental health issues. Turning what’s used to be salad meal to a “lifestyle” meal.

CULTURE | URBAN | ENERGY

PURPOSE

Rewrite the future of food with us

SUSTAINABILITY MISSION

Fresh, Plant-Forward, Earth Friendly Food

HIERARCHY OF CONCEPTS

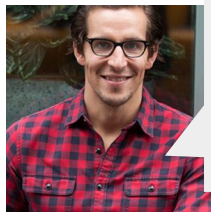
- 1 Health
- 2 Community
- 3 Sustainability
- 4 Access

Fuel the movement



Successfully tapped into culture with Naomi at front speaking for health + mental health + fashion along the side with their instagrammable brand touchpoints either with sustainability or food or lifestyle

INTERESTING FACTS

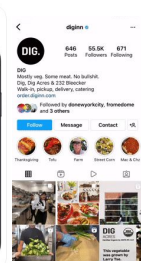
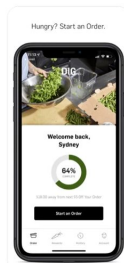


we can connect, invest, embrace, and nurture to build a better food future together. <https://youtu.be/8Qwx3IToOpg>

CEO Led Sustainability focus – Adam Eskin



Meet the women running Dig Inn's kitchens



MISSION

Our recipe development process always involves a conversation between chef and grower about what we really want to cook and harvest.

STORY

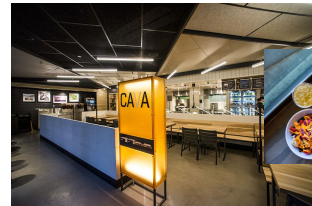
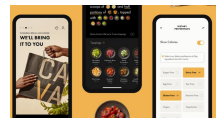
Locally farm sourced restaurants that was founded by Adam Eskin. In 2011, the first Dig restaurant was opened in New York City. As of January 2019, the chain has 26 restaurants in the US

SUSTAINABILITY

Shopping local
Backing Certified Transitional Farmers
Using Whole Vegetables
Donated 93,720 pounds of food—the equivalent of 78,109 meals.
Serving Nose-to-Tail Meats

CAVA

Our goal is to radiate hospitality whether in-person or by digital means.



Spread out location through the west to the east coasts

TAGLINE

For Those Who Savor

STORY

In 2006, **three friends**, opened Cava Mezze, an **elegant full-service** restaurant in **Washington D.C.** It was so successful that they soon began branching out to **133 locations** and selling their popular dips and spreads at high-end grocery stores like **Whole Foods.**

DAILY MADE PRODUCTS

Teamed up **with non-profit org**; ex. City Blossoms (kids driven green space teaching about gardening), Future Chef (Learning hub), Maryland Food Bank and many more

HEALTHY PRODUCTS

They're **free of additives and preservatives**, **and they're vegetarian and low in calories, fat, and sodium.**

INDIRECT COMPETITORS

Large Chains



TAGLINE

One Panera for a Healthier and Happier World

STORY

In 1987, a community bakery founded with a sourdough starter from San Francisco. We believe in serving delicious, freshly prepared, **Clean food** made with carefully selected ingredients that we are proud to serve our own families.

New Faces



TAGLINE

Small Batch, House Made, Delicious!

STORY

QSR + Catering, offer **gluten free teriyaki** options. 6 locations in US by former Penera Bread and Chipotle's Manager, Jamie Blumberg, NYC

Nice to know

FARMER'S FRIDGE

Farmer's Fridge gets fresh, **locally** sourced produce every 5AM. The salads are then delivered to the **machine** at 10 am. Any unsold salads are removed and **donated** to a local food pantry.



TAGLINE

Food with Integrity

STORY

27-year-old Ells returned to the Denver area to open the first Chipotle Mexican Grill. It was named after a smoked and **dried jalapeño pepper** that figured prominently among the ingredients, particularly the marinades **used to flavor the meats**.



TAGLINE

Healthy Hawaiian-Inspired Fast Casual Brand

STORY

Many trips to Hawaii, "The 'Sushi Burrito' has hit NYC and it's amazing" **Chef driven + Handcraft sustainable sourcing + Forest Stewardship Council™-certified.**



TAGLINE

Bring the best of the San Francisco taqueria experience

STORY

Brothers Leo and Oliver Kremer founded the fast-casual chain Dos Toros in 2009 to bring the **Mission-style** burritos they ate growing up in Berkeley, Calif., to New York City.



TAGLINE

For Those Who Savor

STORY

taim means **'tasty.'** That's the thing we're going for, but we're also going for **healthy and easy and fun.**

The Caregiver

Very specific hard core pledge to eat sustainably and do good. Either accessible or not the group is diet savvy.



BLUE BARN



The Creator

Elevated brands coated with "Lifestyle" values design and culture. Diverse, creative, and has their own tribe.

CAVA



sweetgreen



CHOPT



The Regular Guy/Girl

The "No Judgements" inclusive to anyone – like a friend. Not favorite but easy-going and "I know what to order" no thinking, just like home. Eat and go back to the hustle.



fresh&co[®]
just made. just for you.



DOS TOROS[®]
TAQUERIA

just salad

GOAL

ACCESSIBLE
APPEALING TO YOUNGER GEN
SUSTAINABLE WITH NO BULLSH*T

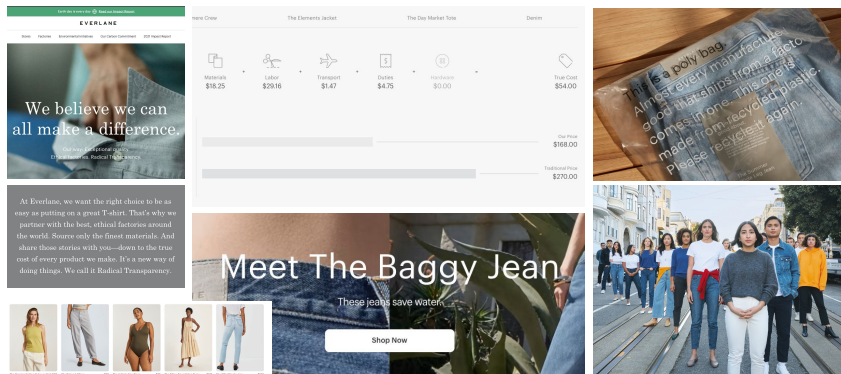
POTENTIAL ARCHETYPE

MOVING FROM EVERYMAN TO SAGE

ANALOGS

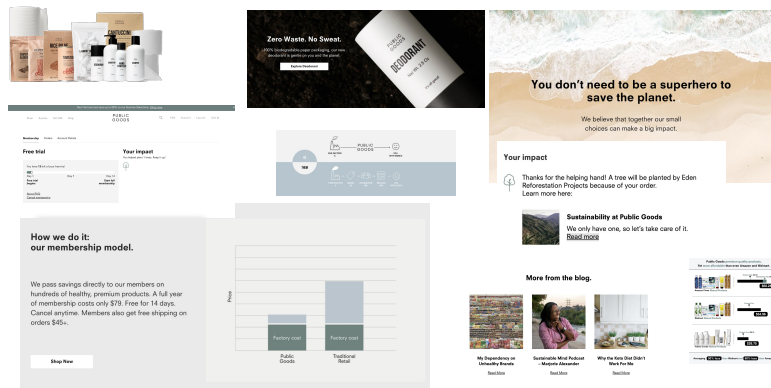
EVERLANE

Sustain mainstream affordable quality product. Transparent. No Fluff



PUBLIC GOODS

Promise: Sustainable Materials. Healthy Ingredients.
Beautiful Design. All at Fair Price. Democratize Essentials.



FOOD FOR THOUGHT

CULTURAL SHIFTS

\$ 1 - 5



\$ 8 - \$ 17

Side Dish



Main

Diet Savvy



Everyday

Make Accessible

Moving from \$ 1- 5 a bowl up to \$ 17 and over salads are less approachable to citizen while they are healthy, fast food might be better option for people who can't afford

No More Side Dish

Salad become main dish popular for lunch time and easy to grab. It's a one bowl one fork thing. Suits people whose lifestyle is multitasking

Everyday for everyone

It used to be for diet savvy people but not anymore, there are consumers who loves the salad sauces, the crunches and those "less healthy but yummy" in salad

ANALOGS



Our Menu

Our menu focuses on premium food and beverages, carefully crafted from a range of classic American foods at more accessible price points than full-service restaurants.

Burgers



Our burgers are made with a proprietary whole-muscle blend of 100% all-natural, no added hormones, antibiotic-free Angus beef, ground fresh, cooked to order and served on a non-GMO potato bun. We care in the preparation of our burgers — from sourcing, to handling, to cooking — to ensure their taste is second to none. Our signature burger is the ShackBurger™, a four-ounce cheeseburger topped with tomato and ShackSauce™. Our burger offerings also include the SmokeShack™, Shroom Burger™ (a burger), Shack Shack™, Avocado Bacon Burger and Hamburger.



Chicken

Our Chicken Shack is a 100% all-natural, antibiotic-free and cage-free chicken breast, slow cooked in herbs, hand-battered, hand-breaded and crisp-fried to order. Our Chicken Bites are made with antibiotic-free whole muscle chicken that is sous-vide cooked for optimum flavor, moisture and texture.



Crinkle Cut Fries

Our classic, passionately beloved crinkle cut fries are made from premium Yukon potatoes and are 100% free of artificial trans fats. So many of our guests love the crispiness and ridges of our crinkle cut nostalgic ode to the roadside burger stand of yesteryear. Guests can also enjoy our Cheese Fries, our fries topped with a proprietary blend of cheddar and American cheese sauce.



Hot Dogs

Shake Shack was born as a hot dog cart in 2001 and we're proud to honor that legacy by continuing premium hot dog. Our hot dogs are made from 100% all-natural, hormone and antibiotic-free beef.

Shake Shack Annual Report

Gives information consumers and investors good to know about their transparent process, ingredients, above and beyond just the money. We'll make quality accessible.

Our Strategic Focus:

In the preceding pages, you can reference a deeper dive in each of these critical areas.

- Elevating our People** — Our team is at the heart of everything we do, and we are committed to being a sought after career choice or every career level. Against the backdrop of a challenging hiring and retention environment, we are working to build a hopeful future for our team members at every level through leadership development, competitive wages, benefits, and incentive bonuses.
- Digital Transformation** — Adding convenience to the differentiated Shack experience is what digital hospitality is all about. Over the past two years, we have invested deeply in our digital products as we build a true omnichannel experience, from our app and kiosks to digital menu boards and order delivery screens. You can count on us to continue making deep and meaningful investments in our digital infrastructure in the coming years.
- Building a Better Shack** — As the world evolves, so will our Shack! In 2021, we opened Company-operated Shacks in new regions and formats, including our first new drive-thru locations, and we deepened the international growth of our licensed Shack business. This year, we will optimize learnings in new formats to widen our total addressable market, while expanding proven formats like urban street retail and suburban freestanding. We acknowledge that costs to build have grown and development timelines are extended due to materials and labor availability. Despite these near-term challenges, our whitespace opportunity remains significant.
- Improving the Guest Experience** — We are committed to using the best ingredients and are elevating our culinary program with exciting limited time offerings and buzz-worthy collaborations that drive engagement with new and existing guests. We've got a great lineup planned for 2022 focusing on chicken, burgers, shakes and lemonades, all with a goal of driving frequency, average check, and brand love.

Cultural Relevance

Given culture acknowledgement is now more accessible than ever. We must include diversity and colors to Just Salad. From our consumer interviews some say "colorful" is one essensens of feeling "Healthy"



just salad