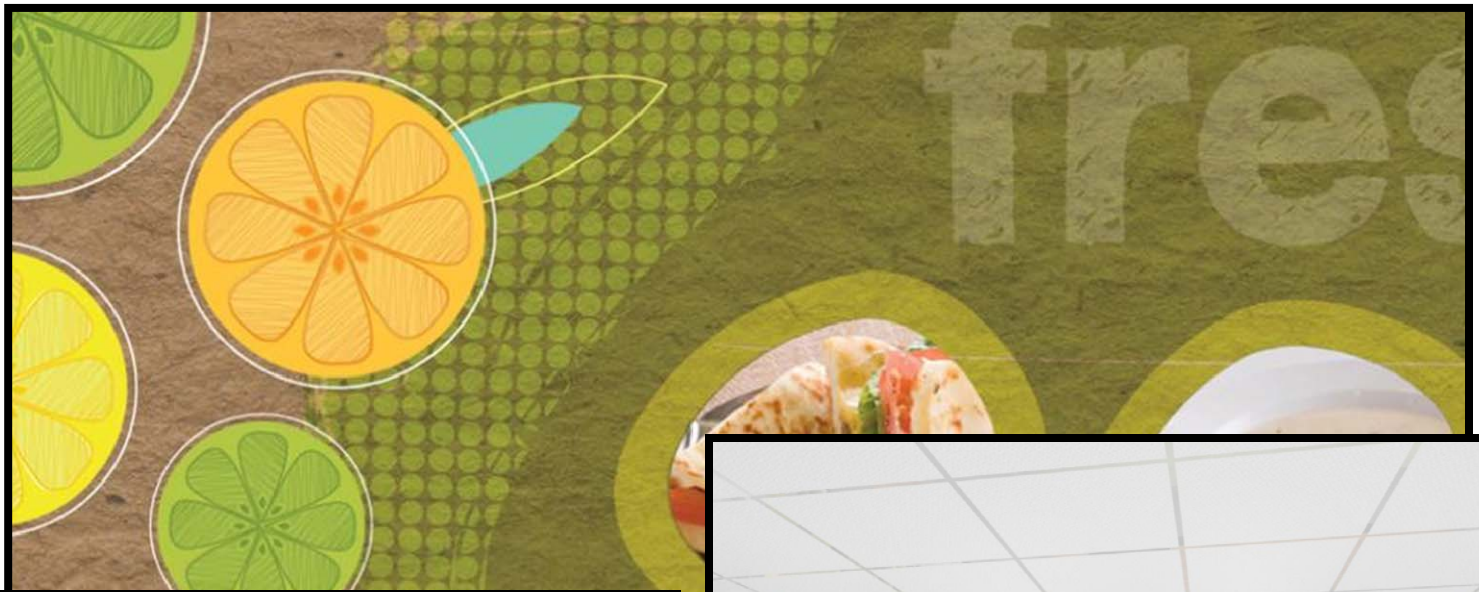


Brand Guide



ZeBi by *sodexo*
Zest Bistro. Fueling your body. Preserving your world.



INDEX

Overview/Offer Outline

Research

M3's, Research and Offer Drivers

The Offer:

Product

Place

Price (Financial)

People

Customer

Conclusion

Welcome to ZeBi! The Operations Manual you are reviewing contains an overview of the offer as you would expect, However it is primarily a "guide book" to navigate the Virtual Owners Manual on SodexoNet.

Link:

In the Virtual Owners Manual you'll find all necessary details and documentation to assist you in deploying and successfully operating the ZeBi brand.

OVERVIEW

OFFER OUTLINE

ZeBi - Refueling Your Body, Preserving Your World

- ZeBi is totally modern bakery—café brand that offers fresh, nutritious meals to our consumers.
- Everything about ZeBi feels right, it speaks to today's concern for healthy, locally sourced fresh food with real nutritional value. ZeBi inspires community, conversation, and the sharing of flavors and ideas.
- ZeBi is is a bakery cafe wired for today's lifestyles and maintains an authentic commitment to its many local communities around the globe.
- ZeBi is available as a retrofit of an existing “coffee shop” space or as a brand new build-out. The concept is designed as a “stand alone” retail offer and is well positioned for all day parts.

ZeBi's Value Proposition is clearly defined below...

Consumers: The food you want. The value you deserve. Your local and global community. Our Better Tomorrow Plan is embedded in our offer, and ensures your health and wellness, that we will take care of the environment and be a responsible member of our global community.

Clients: Improves human effectiveness - students are revitalized, energized, and highly satisfied with the student experience. Organization efficiency is increased through efficient use of real estate. Increased participation, drives client financial return.

Sodexo: Enhanced financial performance. Significant increases in participation, comp sales, and margins over existing and comparable offers. This unique offer opens up new, previously hard to penetrate markets, assisting us with our 2015 growth ambitions.

BRAND M3

OFFER OUTLINE

PRODUCT

MUST

- Offer all core menu items
- Offer all sandwich toppings and sauces
- Use approved/contracted food and paper products
- Use aspreto as the coffee offer
- Use build cards and ZeBi recipes
- Conduct pre/post production meetings
- Follow Sodexo culinary planning model and input actual data into FMS
- Follow all plan-o-grams and flowcharts
- Keep all products fully stocked, labeled and correctly merchandised
- Use opening/closing checklist daily
- Follow all LTO/Promotional schedules and use approved Social Media / Website outlets to promote
- Follow Grand Opening Plans and Schedule
- Use Sodexo Uniform Program with approved ZeBi accessories

MAY

- Offer additional ZeBi features if space allows and consumer demand warrants
- Offer samples to promote features and new items
- Offer croissant breakfast sandwiches if cost, space and consumer demand allow
- Feature espresso based aspreto program if cost, space and consumer demand allow
- Use additional Social Media / website applications to promote ZeBi and the Sodexo Brand, provided Sodexo Standards are followed.
- Use ZeBi approved "Sustainable" packaging if cost and consumer demand allow, and we have ability to dispose of properly (compost, recycle, etc)

MUST NOT

- Serve products beyond maximum shelf life of 24 hours
- Use cracked, dented or chipped display vessels
- Deviate from HAACP procedures and standards
- Change recipes, build cards or product specifications
- Use uniforms that do not follow Sodexo/ZeBi Guidelines

BRAND M3

OFFER OUTLINE

PLACE

MUST

- Purchase and use ZeBi digital signage package through Curtis Print Management
- Follow standards for ZeBi digital signage use and refresh
- Purchase and use all specified ZeBi / aspretto equipment (ovens, coffee makers, etc) from approved/contracted distributors
- Purchase and use ZeBi specified smallwares from approved/contracted distributors
- Review potential ZeBi site with Regional Retail Director at least 6 months prior to potential opening

MAY

- Give feedback on innovations on all of the above to your Regional Retail Director

MUST NOT

- Use hand written signage
- Purchase or use equipment that is not specified for ZeBi/aspretto

PEOPLE

MUST

- Conduct all ZeBi Training prior to site opening
- Read and follow the Employee Engagement and Rewards Manager's Guide
- Meet with the employees to provide proper knowledge about the programs and incentives
- Continuously review the effectiveness of the programs and encourage involvement
- Communicate with the employees and provide any rewards in a timely manner

MAY

- Include employees in planning or celebrations and fundraisers
- Ask for feedback from employees
- Share results with other ZeBi managers
-

MUST NOT

- Conduct less than the minimum program requirements (must not skip a contest, celebration, fail to provide rewards, etc)
- Leave out information or fail to update bulletin board each month
- Deviate from the rewards/prizes

BRAND M3

OFFER OUTLINE

PROMOTION

MUST

- Follow all Sodexo Branding and Logo Standards for ZeBi
- Follow and promote all Better Tomorrow Plan (BTP) aspects of ZeBi
- Ensure all signage, uniforms, printed materials and web-based pieces have the correct ZeBi “by Sodexo” logo
- Conduct ZeBi M3 Review weekly at your site

MAY

- Give feedback on innovations or new ideas for all of the above to your Regional Retail Director

MUST NOT

- Deviate from the “MUSTS” without Regional Retail Director Approval

PRICE

MUST

- Conduct Value Pricing Survey before site opening
- Follow recommended pricing bands
- Review all pricing with Regional Retail Director
- Review pricing annually at minimum
- Complete Financial Workbook with all required information—investment, amortization, etc
- Ensure all media reflects correct pricing
- End all pricing in \$.09

MAY

- Review other retail sites pricing on campus to more accurately determine ZeBi pricing bands
- Review pricing bands with greater frequency depending on local needs

MUST NOT

- Ask for “across the board” increases with client without contacting Regional Retail Director
- Increase/decrease pricing without contacting Regional Retail Director to determine if needed and if so Value Pricing Survey may be required

RESEARCH

MARKET STUDY

Consumer trends

Understanding and deliver around target consumers want and need for:

- Individualistic -Consumers are treated as unique, appreciated, and attentively cared for through personalization
- Ethical Society – I treat all people involved in the production of a service as I wish to be treated and project this reality in a simple, fresh, and assertive manner
- New Information Currencies – Consumers are looking for new ways to interact with their favored product and service providers, and we will embed technology as a key enabler of our value proposition
- Health and Wellbeing – we will deliver around the want and need for delivering products with functional health and wellbeing
- Search for authenticity – Deliver Real Foods – with traceable sources, including the ability to source ethically always and locally whenever possible

Competitor trends

- Commercial Competition currently going strong on the health quotient on the food offer.
- Balanced, natural and organic are the key drivers in their communication
- They also seem to embrace technology in a big way.

Sodexo Goals for the Global Offer

- A destination café with cross segment application.
- Should create tangible value to consumers and support clear value pricing.
- Consider minimizing the client's investment (capital & running costs).
- The Better Tomorrow Commitments should be at the heart of the offer.
- Food range covering hot and cold beverages, take away, salads, soups, hot food element.
- Should have broad consumer appeal across Universities, Healthcare and Corporate.
- Market references: Au Bon Pain and Panera (USA), Pret a Manger and Eat (UK), Exkis (France).

OFFER DRIVERS

CLIENT DRIVER

1. Low cost to me - proven ROI.
2. Functional benefits improving student's performance
3. Sodexo values inline with mine.
4. Keep the dollars On-Campus

CONSUMER DRIVER

1. To be Surprised and Delighted
2. Personalization
3. Sodexo takes care of my social responsibility



SODEXO DRIVER

1. Create a capital light financial model.
2. Minimum incremental sales at 10% through increased consumer penetration, frequency and loyalty
3. Improved client satisfaction and retention
4. Build Sodexo brand

PEOPLE DRIVER

1. Engagement of managers and associates through innovative reward system.
2. Hourly associate retention and student associate attraction - the "cool" place to work.
3. Center of excellence training site potential for Global Brand.

THE OFFER

(Go to **PRODUCT** in the **Virtual Owners Manual**)

VISION & VALUES OF THE OFFER FULLY DETAILED

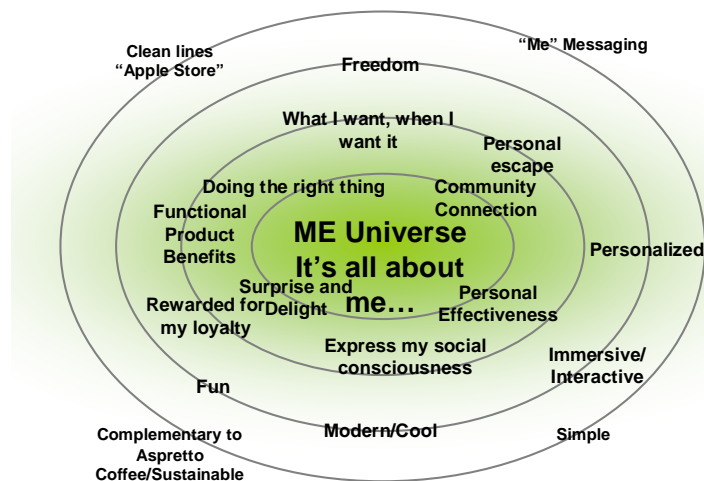
- Deliver consumer focused offer that drives human effectiveness and organization efficiencies by focusing completely around targeted consumer needs, driving offer participation and offer financials to significantly increased levels over comparable offers.
- We will drive consumer engagement to new levels and will be able to measure engagement through our capture and analysis of detailed cost and transactional data. We will drive consumer participation and financial performance by a minimum of 10% above current levels or that of a comparable offer.

ZeBi Value Pillars - what the offer must "stand for" - attributes that differentiate the brand from the norm.

- Personal Effectiveness Revitalizing experience enables target consumers to enhance their performance.
- Doing the Right Thing for the environment, for the community, for society, for the world..
- Personalization and Customization - it gives me what I need, what I want and when I want.
- Community Connection I am happy to be contributing to my community - local, global and online.
- Surprise and Delighting Consumers - avoiding offer stagnation and driving loyalty in unexpected ways

The Value Pillars are identified in the below "personality onion" that the offer team created before the first flatbread sandwich was developed:

Zest Bakery Cafe – THE ONION



THE OFFER

(Go to **PRODUCT** in the Virtual Owners Manual)

PROMOTION (on site)

The promotion plan calendar consists of Discounts, Menu Specials, Loyalty programs, and Special Events including Grand Opening Plans. **Samples below.**

The promotions plan has a clear link with the Better Tomorrow Plan objectives, including the "Choose to Reuse" coffee mug program

Media for execution would include -Digital POS system and Digital Signage at the Kiosk, with future applications to include Smart Phone Application, Website, Social Media.

On Site Promotions Examples:

TODAY'S SOUPS	
<i>More than just stock items.</i>	
<i>Monday</i>	<i>Chicken Noodle</i> Stock Pot Broccoli Cheddar
<i>Tuesday</i>	<i>Mexican Chicken Tortilla</i> Loaded Baked Potato
<i>Wednesday</i>	<i>Tomato Basil</i> Kickin' Crab & Corn Chowder
<i>Thursday</i>	<i>Med Vegetables</i> Tortilla Especial
<i>Friday</i>	<i>Chicken Noodle</i> Mushroom Brie with Madiera
SMALL \$3.09 LARGE \$4.19	



WEEKLY OFFERS	
FLATBREAD SANDWICH <i>NEW Spicy Italian</i>	\$4.99
DELI SANDWICH <i>NEW Cuban Baguette</i>	\$4.59
HOT ENTREE <i>NEW Alpine Mac & Cheese</i>	\$4.99
MADE TO ORDER SALAD <i>NEW Greek Salad</i>	\$4.29

THE OFFER

(Go to **PRODUCT** in the **Virtual Owners Manual**)

FOOD / BEVERAGE POSITIONING

ZeBi is an innovative solution for Campus/Education market with range of premium food offers; however it will also have a value everyday entry point of products for a cost conscious target market.

Number of key considerations tapping into latest trends in marketplace these include:

- Health and well being with use of healthier products using natural ingredients and low sodium and fat content
- Customer personalization of food to my taste/requirements = mix it up plate of 1/2 size sandwiches, salads and soups.
- Ethical considerations of doing the right thing, such as 'Fair-trade' and sustainable products.
- Strong Better Tomorrow Connection—1% brand royalty built in to give back to charitable local organizations.
- Emphasis on operational efficiency and keeping labor costs down. This will be delivered through, self service stations for cold and hot food with some items produced off site. Aspretto hot beverages also potentially self service/vend.

FOOD RANGE OF OFFER

- Sandwiches - Signature Flatbreads, European Style and Breakfast
- Soups - Rotation of high quality soups
- Entrée Casseroles - Lobster Macaroni and Cheese, etc
- Breakfast Pastries and Bakery Products for all Day Parts
- Salads - made to order daily feature, grab and go options.
- Sides - Gourmet Chips, fruit, bread and small salads
- Aspretto Coffee - full self serve brewed option, with ability to serve espresso based drinks based on space and investment
- Bottled Beverages
- Gourmet Iced Tea Beverages
- Pick 2 - Mix 1/2 Sandwich, 1/2 Soup or 1/2 Salad in any combination
- All natural Smoothies made to order

FOOD OFFER SPECIFICS

- Sandwiches/Salads pre-prepared commissary style
- Soups - purchased
- Bakery Items - purchased, exception cookies baked in house
- "Merry Chef" oven is key to speed of service - hot sandwiches and entrees are cooked to order to guest specifications

THE OFFER

(Go to **PRODUCT** in the **Virtual Owners Manual**)
SAMPLE Core Menu Offer Range:

Flatbread Breakfast Sandwiches

Flat Bread Sandwich cheese

Flat Bread Sandwich cheese and Sausage

Flat Bread Sandwich cheese and Bacon

Bagel Breakfast Sandwiches

Bagel Sandwich Cheese

Bagel Sandwich Cheese and Sausage

Bagel Sandwich Cheese and Bacon

Hot Cereal

Oatmeal w/ Dried fruit, brown sugar and nuts

Yogurt Parfait

Offer 2 selections

Fruit Cup

Simply to go standard fruit cup

Bakery

One feature muffin

One feature scone

One feature cinnamon roll

Plain or whole grain bagel, plus one feature

Two Dessert Bars

All Butter Croissant

One feature cupcake

One feature Cookie

One feature Biscotti

One flavored pound cake

Core Flatbread Sandwiches

Chicken Caesar

Ham and Brie

Tomato and Mozzarella

Roastbeef and carmelized onion

Core Deli Sandwiches

Grilled Vegetable Whole Grain Baguette

Spicy Italian Ciabatta

Turkey Cheddar Baguette

Turkey Cheddar Ciabatta

Core made to order salads

One daily or weekly salad feature

Core Grab and Go Salads

Simply to go Caesar

Simply to go Garden

Simply to go side caesar

Core Deli Sandwiches

Grilled Vegetable Whole Grain Baguette

Spicy Italian Ciabatta

Turkey Cheddar Baguette

Turkey Cheddar Ciabatta

Core made to order salads

One daily or weekly salad feature

Core Grab and Go Salads

Simply to go Caesar

Simply to go Garden

Simply to go side caesar

Soups - Must be served with a side of bread

2 Features Daily

Core Sides

Kettle Cooked or Baked Chips Offer 3 varieties

Plain Baguette Bread

Ciabatta Bread

Whole Fruit - offer 1 feature Daily

Core Hot Entrée

5 Cheese Cavatappi

PLACE

(Go to PLACE in the Virtual Owners Manual)

DISTRIBUTION METHOD

This is a standardized offer, not only in terms of range of products to be sold but also in terms of standards of display and service. Along with planograms for the ranges there will be specific equipment types and styles to recommend. This is a counter style offer with some ranges being self service and some served by counter staff. Coffee is modular so the decision can be taken locally to offer either a barista style coffee or self help option.

PAYMENT METHOD & STYLE

Payment will be predominately by cash, credit & debit cards will also be accepted. An electronic POS system will be utilized with a focus on increasing the facilities to include cashless systems integrated into an all in one student card.

CONSUMPTION METHOD

The unit will be split between eat in and take away, consumers will also be able to pre-order and pick up & pay offering a new convenient style of service. Salads, sandwiches and entrees are made to order using modern cooking equipment with average service time of under one minute.

SEATING STYLE

The seating would be a mixture of standard tables, 2's and 4's, high level poseur stool, long tables for social eating and soft seating, offering a relaxing environment for those wishing to eat in. Some areas could be furnished with seating made completely from recycled materials.

AMBIANCE/DESIGN

Using a blend of natural woods and bright, modern colors and finishes the offer will be a relaxing place to socialize and restore lost energies.



PLACE

(Go to PLACE in the Virtual Owners Manual)

Examples of Digital Signage

<p>FLATBREAD SANDWICHES \$4.99</p> <p><i>NEW</i> Spicy Italian 639 cal Roast Beef & Caramelized Onion 577 cal Chicken Caesar 475 cal Ham & Brie 595 cal Tomato & Mozzarella 531 cal</p> <hr/> <p>FRESH DELI SANDWICHES \$4.59</p> <p><i>NEW</i> Cuban Baguette 554 cal Spicy Italian Ciabatta 678 cal Turkey Cheddar Baguette 388 cal Grilled Veg Whole Grain Baguette 588 cal</p> <hr/> <p>MIX IT UP \$5.29</p> <p>1/2 Deli Sandwich & Soup 1/2 Deli Sandwich & Salad Salad & Soup</p>	 <p>Satisfying & Delicious Comfy Casseroles</p> <hr/> <p>TODAY'S HOT ENTREE \$4.99</p> <p><i>NEW</i> Alpine Mac and Cheese 571 cal</p> <hr/> <p>MADE TO ORDER SALAD \$4.29</p> <p><i>NEW</i> Greek Salad 148 cal</p> <hr/> <p>HOT SOUP Small \$3.09 Large \$4.19</p> <p>Harvest Chicken Noodle 180, 270 cal Broccoli Cheddar 260, 390 cal</p> <hr/> <p>SIDES with Soup, Salad, Sandwiches or Mix It Up</p> <p>Fruit, Bread or Chips 75-213 cal</p>
---	---

 <p>Refreshing Flavored Organic Tea</p> <hr/> <p>ASPRETTO ROAST COFFEE</p> <p>Small \$1.79 Medium \$1.99 Large \$2.19</p> <hr/> <p>NUMI ORGANIC ICED TEA \$1.99</p> <p>Cool Mint, Berry Treasure, High Mountain Black</p> <p>Try it with fresh fruit for only \$2.79 Add Mango, Mixed Berry or Strawberry</p> <hr/> <p>ALL NATURAL SMOOTHIES \$3.99</p> <p>Strawberry, Banana, Mango, Peach 373-429 cal</p>	<p>SPECIALTY COFFEE</p> <p>Espresso Single \$1.99 Double \$2.49</p> <hr/> <p>Cappuccino (Hot or Iced) \$2.99</p> <hr/> <p>Latte (Hot or Iced) \$3.29</p> <p>Caramel Latte (Hot or Iced) \$3.79</p> <p>Chai Latte \$3.79</p> <p>Seasonal Latte \$3.79</p> <hr/> <p>Café Mocha (Hot or Iced) \$3.49</p> <hr/> <p>Add a Shot \$0.50</p> <hr/> <p>Hot Chocolate \$2.99</p> <hr/> <p>Numi Organic Tea \$0.99</p>
--	--

PLACE

(Go to PLACE in the Virtual Owners Manual)

Examples of Layout/Elevations



PRICE (FINANCIAL)

(Go to PRICE in the Virtual Owners Manual for details)

CONSUMER RECOMMENDED PRICING / BANDING

Conducting a "Value Pricing" Survey at each ZeBi location is a brand requirement. This process combines competitive analysis, product offerings and consumer feedback to determine final pricing bands.

Sample Below:

BAND - Preferred						
INTO UNIT COST	1% royalty	MIN PRICE	MAX PRICE (1% CEILING)	MIN CONTR	MAX CONTR	
Breakfast Sandwiches						
Croissant, e/c/ham	1.69	1.00%	3.79	3.99	54.96%	57.22%
Flatbread, e/c/ham	1.69	1.00%	3.79	3.99	54.96%	57.22%
Croissant, e/c/sausage	1.66	1.00%	3.79	3.99	58.43%	60.51%
Bagel, e/c/ham	1.33	1.00%	3.79	3.99	64.56%	66.33%
Flatbread, egg, cheese	1.29	1.00%	3.49	3.69	62.67%	64.69%
Croissant, egg, cheese	1.29	1.00%	3.49	3.69	62.67%	64.69%
Croissant, e/c/bacon	1.13	1.00%	3.79	3.99	69.89%	71.40%
Flatbread, e/c/bacon	1.13	1.00%	3.79	3.99	69.89%	71.40%
Flatbread, e/c/bacon	1.13	1.00%	3.79	3.99	69.89%	71.40%
Croissant, e/c/bacon	1.13	1.00%	3.49	3.69	67.30%	69.07%
Bagel, egg, cheese	0.93	1.00%	3.49	3.69	73.09%	74.54%
Bagel, e/c/bacon	0.77	1.00%	3.49	3.69	77.72%	78.92%
Average Maximum (with ceiling prices)						67.28%

FINANCIAL WORKBOOK

The "Financial Analysis" Workbook takes all operating information and creates multiple analysis points to determine financial attractiveness of the offer for each site.

Sample of "Breakeven Analysis" below:

Weekly Basis	
Rent/Concession	75.00
Other Controlable - Non Deprecia-	140.00
Weekly Depreciation	827.35
Weekly Labour	3,506.00
Weighted Contribution	65.59%
WEEKLY BREAK EVEN POINT	
	6,934.92

PEOPLE

(Go to PEOPLE in the Virtual Owners Manual)

TRAINING PROGRAM AND TRAINING PLAN

ZeBi "GO LIVE" training is a full day training session that covers both front of the house and back of the house topics.

Ideally this session would be conducted before the site opens to consumers.

ZeBi training incorporates the following components:

- Sodexo Branding
- ZeBi Branding
- Customer Satisfaction
- Team Building
- Food Preparation and Production
- Food Service and Delivery
- Coffee Service and Delivery
- Cash Handling Procedures
- Inventory Management

ZeBi also has a comprehensive employee engagement and reward program to keep our associates actively engaged in great customer service.

UNIFORMS

ZeBi utilizes the Sodexo Uniform Standards and is a brand requirement.



Branded accessories are available through Chefworks.

and



Sample of accessories



CUSTOMER

FEEDBACK

Customer feedback will be obtained through the following:

- Bi-annual satisfaction surveys
- Value Pricing Process before offer opens at the site
- Social Media—Facebook, Twitter, Dining Website
- Comment cards
- Frequency cards/program—customer loyalty
- “Oops” program
- Annual “ZeBi specific” electronic survey

Samples of communication/feedback pieces below:



AUDIT STANDARD

ZeBi uses a self audit form aligned with the 5P Marketing Philosophy following M3 (Must, May, Must Not) Methodology.

It is required that this form be used weekly by on site managers and as needed by field support teams.

CONCLUSION

Summary

1. ZeBi targets the “Bakery Café” concept and all commercial and non-commercial competitors.
2. ZeBi is about “getting what I want when I want it” - and “I want to feel good about the decision to shop here”.
3. Benefits:
 - Consumers—great food, great value, a Better tomorrow
 - Clients—retention, satisfaction, low investment
 - Sodexo—low investment, profitability, satisfaction, sales growth
4. Successful implementation will include:
 - Early involvement of your Regional Retail Director to review site and brand requirements—will ZeBi work here?
 - All brand standards followed—Food. Digital Signage, Equipment, Uniforms. Aspetto coffee and all of our M3s are critical to our brand integrity.
 - Value Pricing conducted at EVERY ZeBi site. Otherwise the potential for sales lift and profitability is lowered and the power of the brand is never realized.

