

★ PRET ★

## Overview:

Company: Pret a Manger.

Role: Head of HR

Pret a Manger (or Pret as it is most commonly known) had been slowly growing in London and a few select other UK cities and was on the cusp of a major growth phase, looking to double in size in just 3 years (65 stores to 127, including international expansion).

Pret established itself through a unique approach to its people and its food and had helped to revolutionize the lunchtime experience in the UK bringing freshly made organic food, and exceptional customer service, into the mainstream.

Pret's company culture played an important role in its initial growth. Part of the key challenge with such an ambitious growth strategy was how to maintain the original vision of Pret's founders, and keep the distinctive culture that was essential to its ongoing success.



### Message In A (Yoghurt) Bottle

Just a Manager  
An island lost at sea  
Another lonely day  
Does no one ever hear me?  
More loneliness  
Than any Manager could bear  
Pret, rescue me before I fall into despair

I WANT A TEAM TO SUPPORT ME NOW  
I WANT A TEAM TO SUPPORT ME NOW  
I KNOW THAT YOU'LL HELP ME  
I KNOW THAT YOU'LL HELP ME  
I KNOW THAT YOU'LL HELP ME  
YOU'VE GOT ALL THAT I NEED AND MORE

A year has passed since I was last appraised  
But I should have been developed right from the start  
Only serious management training can help me  
Nights out will mend my life  
Great salary and benefits warm my heart

I WANT FULFILLMENT ALL YEAR ROUND  
I WANT FULFILLMENT ALL YEAR ROUND  
I KNOW THAT PRET WILL TRAIN ME  
I KNOW THAT PRET WILL TRAIN ME  
I KNOW THAT PRET WILL TRAIN ME  
AS A COMMERCIAL MANAGER

Walked into Pret this morning  
Don't believe what I saw  
A multi-million pound company  
Expanding more and more  
Big smiles on everyone I met  
A hundred billion reasons  
I'm going to be a Manager at Pret

I'LL SEND AN SOS TO PRET  
I'LL SEND AN SOS TO PRET  
I KNOW THAT YOU'LL APPRECIATE  
I KNOW THAT YOU'LL APPRECIATE  
I KNOW THAT YOU'LL APPRECIATE  
MY MESSAGE IN A (YOGHURT) BOTTLE

Lyrics loan to your hotel?  
FOR A TOP 10\* HD, CALL SALLY ON 020 7827 8774.

\*In the The Sunday Times "50 Best Companies To Work For"

## Objectives:

- Design a culture that would be a driving force for growth - for the business and for its people.
- Protect the company's culture through an explosive expansion phase.
- Establish an operations leadership team capable of driving and maintaining growth.
- Balance internal talent succession with external recruitment to keep pace with the growth strategy without slowing or disrupting the 3 year plan.
- Shake up and evolve employment and recruitment standards within the industry to establish Pret as a major force for change.



## Work:

- An extensive Culture Audit to identify strengths and weaknesses.
- Using the data, we redesigned the organization structure, including operational management, incentives, performance management, recruitment and training to align the culture with the brand for optimal business performance.
- Creation of a 3 year People + Culture Plan to evolve the organizational design over a 3 year period to keep pace with the growth plans. This plan was designed to protect and evolve the culture as the company grew.
- Partnered with andSoMe, a new agency, to develop a new employer brand for Pret. The key focus was to create a positive, yet disruptive, presence in the industry - to show how Pret's culture was one of its major strengths.

## Results:

- 3 year growth plan successfully executed with Pret's culture intact.
- Pret selected into Forbes "Top 10 companies to work for in Europe".
- 45+ advertising and HR awards for the work on Pret's employer brand.
- 48% reduction in recruitment costs due to a more visible and effective employer brand.
- Turnover reduced by more than 50% as a result of increased retention of employees due to culture work.
- Internal succession and promotions strategy with 75% of new managers coming from existing employees.