

# general

BB's Coffee & Muffins is the 5<sup>th</sup> largest coffee focussed food operator in the UK and has 187 predominately franchised stores across UK & Ireland (155 UK, 32 Ireland). The difference between BB's and most other coffee operators is that nearly all of our products are made freshly on site, for example – our muffins are handmade from scratch, mixed and baked daily, some of our breads are baked-off onsite and sandwiches are made up freshly everyday in our stores.

BB's has an extensive list of approved products from which our franchise operators can choose – those categorised as “core” are available in all stores and those categorised as “optional” can be provided if the local franchisee wishes. We strongly believe in the need to allow a local ownership approach from our franchise café operators, so whilst we set the parameters for the core products which should be available in all cafés, we allow the local operator to choose additional product lines from our approved list based on local/regional demand and best sellers.

BB's is committed to work with the Food Standards Agency to ensure our product range offers a good mix of choice, breadth of range and healthier options to suit our local customer demand and to provide access to information relating to nutritional values and content to enable customers to make their own food choices.

## progress to date

- In 2006, BB's was first to market with a low fat, low sodium muffin in various fruity flavours which contained less than 3% fat and this “healthier option” was made a core product for our stores. In 2007 BB's introduced a range of “lighter” option sandwich fillings with reduced calorie mayonnaise and has a “healthier” option in most product categories, i.e. hot and cold drinks, juices & smoothies, frozen yoghurts & sorbets, savouries & snacks. Recognising the trend for healthier options, we have started to integrate our juice and smoothie offer into our existing store format to complement our food range.
- We have begun using a traffic light coding for use internally which helps to identify where reductions can be made on salt, saturated fat and sugar levels in our core products, to support government targets; and prioritise our projects for improvement and change with our supplier partners.

## forward commitment

- BB's will work to increase the number of “healthier option” lines in all product categories that fit our brand's proposition for quality and taste, meet customer demand and also the commercial deliverables.
- By using our “traffic light” system as an internal tool, BB's will continue to monitor levels of salt, saturated fat and sugar in all our products and work closely with all supplier partners on achieving targets wherever feasible without any compromise to taste or sales.

## planned monitoring

BB's will update the FSA accordingly, and in the first year provide an update after 6 months, and after that on an annual basis relating to product categories and healthier option choices.



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# procurement

As the main franchisor and operator of a number of company-owned units, BB's approve the specification for all ingredients and finished products for use in our cafés. As a predominantly franchised organisation our head office has a small team, we do not have dedicated technical or nutritional experts, so in most cases we rely on the support and expertise of our supplier partners and distributors who work closely with us on this task. We have discussed the need to achieve government targets and agreed that all future product development or new products lines should be reviewed to ensure that they meet our requirements before proposals are submitted to us.

## progress to date

- We currently have over 80 sandwich lines and over 50 bakery goods lines. We have used 'traffic light' coding for use internally to help us to identify where reductions can be made on salt, saturated fat and sugar levels to support government targets and to prioritise our projects for improvement and change with our supplier partners.
- In autumn 2008, we developed a new strategy with our sandwich filling manufacturers to identify areas for improvement to reduce salt and saturated fat so that they can develop proposals for alternative specifications. Bringing new products or reformulating existing products takes time, as they are subjected to tests to ensure consumer acceptability; when we switched from full fat to reduced calorie mayonnaise in certain fillings the process took 18 months.
- In 2008, we also agreed our approach on new product development and introduction of new lines within our bakery category and all suppliers are now required to provide supporting rationale for their proposals with the relevant nutritional data.
- Some of our sandwich recipes are now standardised to include a low fat spread, low fat dressing or reduced calorie mayonnaise.

## forward commitment

- To continue to review the nutritional content of all current sandwich products by end 2009 and where possible launch replacement products which will deliver reductions in saturated fat and salt.
- As bread is core component in many of our products, by making reductions in salt, we will provide a benefit to many of our customers. So we will investigate opportunities for improvement and achievement of salt targets on breads by working closely with our suppliers, who will report back to us on possible reductions by March 2009. We will then plan what changes we can make during 2009.
- Complete our current trial of wholegrain muffins, and roll out as appropriate in 2009.
- Continual review of ingredient products which can deliver on reduction requirement – eg reduced fat cheeses, reduced salt fillings.

## planned monitoring

Improvements will be monitored and logged as we update our nutritional information and the Agency will be kept informed of our progress



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# kitchen practice

BB's menu or product range is composed of two parts: those products we make (and bake) on site from scratch or preparation from component parts and ready-made bought in products (eg. bottled drinks, crisps).

## progress to date

- Consistency and standards

For products made on site, our BB's recipes are created centrally to ensure (a) that our cafés deliver a consistent product to all our customers nationwide and (b) that as a franchisor we are providing the tools to achieve a profitable foodservice operation. To deliver this:

- We provide each store operator with a technical manual and product category "cheat sheets", as training or operational aids, which outline the composition of each product in terms of weights and measures. This, in turn, helps us to ensure that the production staff can make the product to our standards. However, we do recognise that as our products are not mass manufactured centrally there can be a degree of variation at café level.
- At BB's Training Academy new franchisees and some store managers are trained in the production of our core products.
- All new stores receive a comprehensive training package.
- All franchise operators are required to be compliant in areas of food safety and health and safety.

- Practice

We do not pre-salt or apply condiments to our products, we have them available for consumers to pick and use according to their own taste.

## forward commitment

- We will continue to provide training to franchisees and store managers to ensure that products are made on site to consistent BB's standards, whilst recognising that there may be slight deviations to recipes from time to time, albeit unintentionally.
- We will develop over the next 10 months a new module in our induction training for new store managers and franchisees to include nutritional understanding to help them to respond better to customer enquiries. We then pilot this with some franchise operators first.
- Our new technical manual, which is currently work in-progress and we aim to complete by end of the summer 2009, will include nutritional values for each recipe in order to help to raise awareness amongst staff, and to help them provide nutritional information to customers.

## planned monitoring

BB's conduct an internal audit programme to ensure that our products are made to correct standard and specification. Any shortfall is generally followed up with refresher training.



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# menu planning

## progress to date

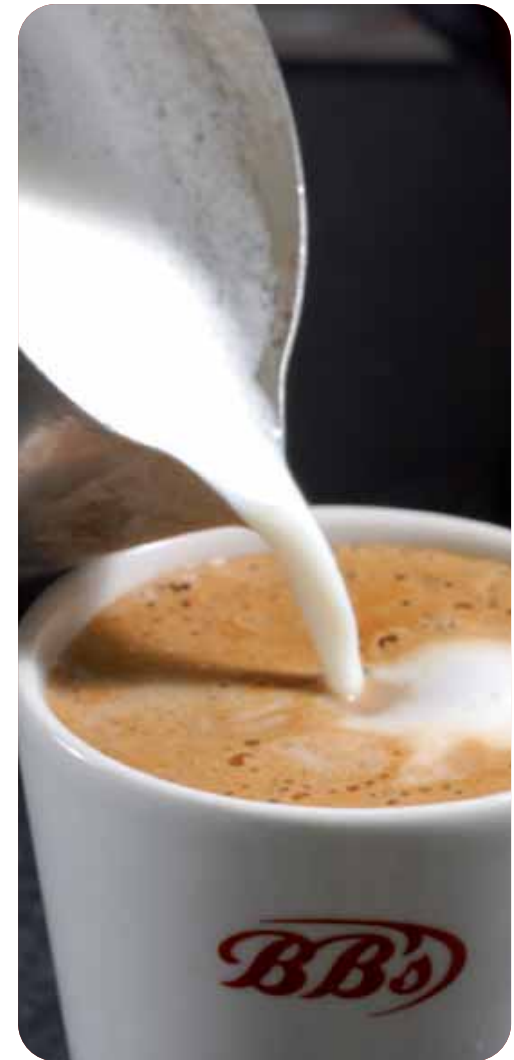
- Our existing BB's menu options include choices that suit the customer looking for a healthier option: e.g.,
  - low fat cranberry & orange muffin, low fat lemon & blueberry muffin
  - a range of baguettes with reduced fat mayonnaise fillings and salad (including coronation chicken, seafood mayo, tuna and sweetcorn, prawn mayo)
  - gourmet rolls with salad fillings and low fat yoghurt dressing
  - salads, jacket potatoes, low fat frozen yoghurt, sorbets, freshly made smoothies and juices, own label water (for adults and children)
  - We have also started introducing a range of 'minis' or smaller portions
- The BB's product development and innovation programme is constantly evolving. We continually review our product offer and the performance of certain lines and flavours, culling the less popular ones to make way for the new. However, as mentioned on page 1, there is scope for our franchisees to adapt their menu planning to local demand as we allow the local operator to choose additional product lines from our approved list based on local/regional demand and best sellers.
- Our approach to new product development aims to be all encompassing, involving franchisees with trials and gaining customer feedback during the process. This helps us to ascertain whether new ideas will ultimately sell and thus deliver our commercial targets.

## forward commitment

- To continue, as part of our ongoing commitment, to aim to introduce new healthier options [i.e. those products that are lower in fat or salt or feature a reduced calorie mayonnaise option] in the sandwich range and to introduce new sandwich fillings at different times throughout the year.
- In the first half of 2009 we will be introducing some new drinks and fruit options into our kids meal options for our franchised stores to choose from.
- We will continue to integrate our fresh juice and smoothie offer where viable in our cafés in order to provide 'healthier options' to our customers. This is already in 8 stores and our goal will be to reach 20 by end of the year.
- We will be reviewing optimum portion sizes on bakery products in 1<sup>st</sup> half of 2009 and whether there is an opportunity to review and offer smaller portions without compromising our "value for money" proposition

## planned monitoring

We will update the FSA on any new additions to our range and projects in progress.



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# consumer information

## progress to date

- Nutritional information, based on our UK standard recipes, has been available for our customers to access on our website since April 2007. Because of the ongoing programme to improve and develop new products, as well as our limited marketing budget, it is not cost effective for us at this stage to produce pamphlets for each and every store as information can change on a frequent basis. However we have, on occasion, produced materials to support seasonal initiatives (eg. Summer lite bites leaflet outlining the calorie content of certain products) and we have provided our information to Weight Watchers who have included our products and respective points information in their booklet.
- At store level we do communicate on our menu board that all coffee / hot drink options / chilled drinks can be requested with skimmed milk and New Zealand Natural smoothies can be made with dairy free sorbet or low fat frozen yoghurt.
- We also ensure that our ticketing clearly communicates any low fat / low calorie / low sugar or low sodium within the product description. This therefore allows our customers to make their own choices with regards to food and drink combinations.

## forward commitment

- Nutritional labelling – BB's is currently undergoing revisions to brand materials, particularly product ticketing. We will assess options to develop icons to clearly promote healthier options that fit within our brand imagery.
- Any new products bespoke to BB's, which are required to carry nutritional information, will be manufactured and packaged with appropriate information.
- Communication of nutritional information will continue to be done via our website where information for all products is available in both unit and per 100g form and these will be kept up to date with any changes we make.
- Our marketing activity plan will encompass options for seasonal or meal deal combinations that suit the healthier lifestyle and these will be offered out to operators as local marketing initiatives to suit their local audience.
- We will continue to work closely with the Agency to agree the best way to communicate nutritional information to our consumers in line with the industry standard.
- To focus on specific promotions relating to healthy option products. eg. low fat muffins with a "skinni" coffee, or reduced calorie mayonnaise sandwiches with a low sugar drink.

## planned monitoring

We will update the FSA at regular intervals in terms of our progress on these matters.



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