



**justsalad**

Franchising Just Salad

2011



WHAT IS  
JUST SALAD?

## Healthy Choices



## Our story

Just Salad began with a simple question:

### Why is there such a shortage of healthy fast food?



Nick Kenner and Rob Crespi were tired of the options available to them for lunch in midtown Manhattan. So, instead of continuing to settle, they set off to develop a restaurant concept that would serve a healthy, fast, and creative alternative. To make sure that Just Salad would serve only the best salads in the world, Nick and Rob sought the expertise of [Chef Laura Pensiero](#).

Already world-renowned for her inventive and nutritious cooking, Chef Laura joined [Just Salad](#) after founding Chef4Life, a provider of healthy and delicious solutions for life-long improvements in diet while still stressing the importance of enjoying food. She guaranteed Nick and Rob that Just Salad would stay true to its mission: [offering a meal that would be both healthy and delicious](#). Chef Laura designed the Just Salad menu from front to back, creating twenty-two unique dressings and thirteen enticing combinations of toppings now known as Just Salad's Chef Designed Salads.

In May of 2006, after two years of research and preparation, [Just Salad](#) opened its doors to the public on 51st Street and Park Avenue in New York City. It was an immediate sensation. Such a sensation, in fact, Just Salad now has six locations in NYC and two in Hong Kong.

Every detail of [Just Salad](#) was thought out carefully. Customers continue to enjoy everything from the food to the music to the environmentally friendly bowls. Shipments of fresh ingredients are delivered every morning, so our patrons are happy knowing that they are getting the freshest possible meal.



# Chef Laura

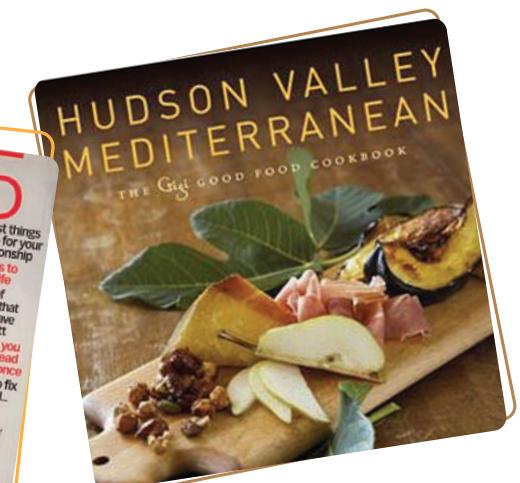


## Laura Pensiero,

chef and creator of the Just Salad menu, has worked hard to bring you choices that are healthy, fun and unique. She combines her culinary and nutrition expertise across a diverse range of food and health industries. A graduate of the French Culinary Institute, Laura is also a cookbook author, nutrition and culinary consultant, registered dietitian, health educator and 'eat local' industry spokesperson. Through her flagship organization, Gigi Hudson Valley, Laura owns the award winning restaurant, Gigi Trattoria in Rhinebeck, New York, a beloved local cafe, Gigi Market in Red Hook, NY and a regionally expanding catering business, Gigi Catering, serving the Hudson Valley. Laura comes by her 'eat local' credentials honestly. Gigi Trattoria was one of the first restaurants in the Hudson Valley to source the bulk of its ingredients from local suppliers from its inception nearly ten years ago.

Laura's efforts have been recognized locally and nationally. In May 2005, O, The Oprah Magazine named Laura one of the "Five Most Giving and Gifted Food Professionals" for her work as a nutrition and culinary educator. She is a deeply committed supporter of the Hudson Valley's farmers, ranchers and food artisans directly and through her writing and educational outreach. As a passionate spokesperson, Laura coauthored "The Strange Cancer Prevention Center Cookbook" and most recently "Hudson Valley Mediterranean: The Gigi Good Food Cookbook" which was named one of Food and Wine's top 10 cookbooks for 2009. She is also a frequent contributor to Shape, Prevention, Today's Diet and Nutrition, O, The Oprah Magazine, and Figure magazines. Her articles have appeared in Real Simple, Fitness Magazine and Your Way.

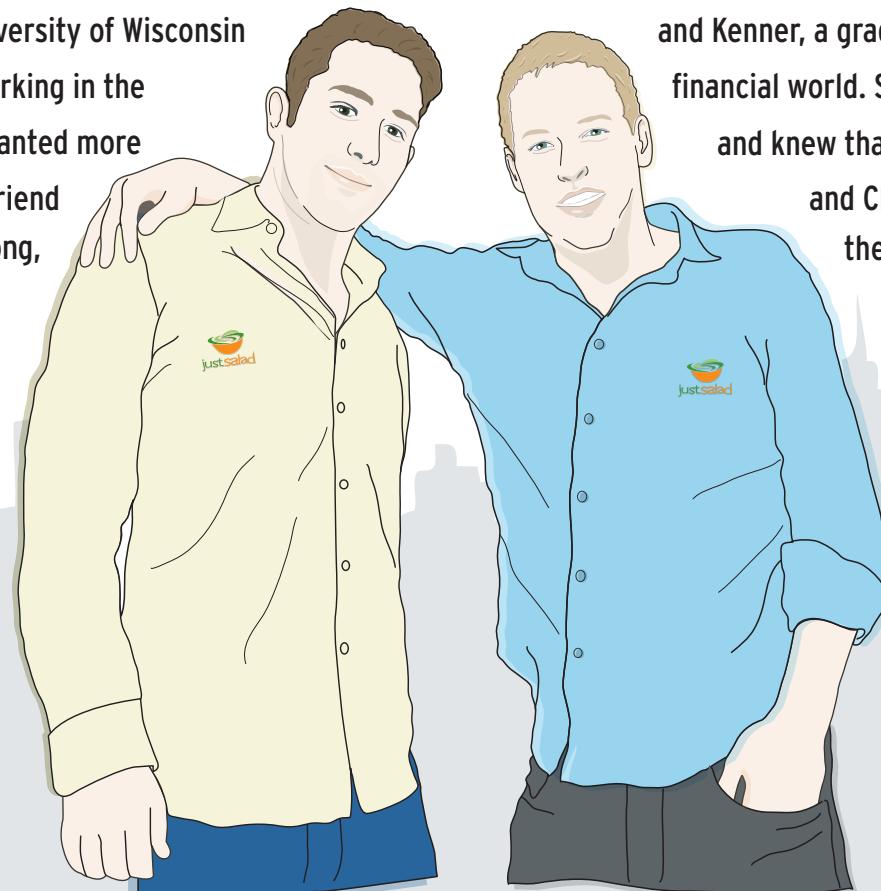
[www.gigihudsonvalley.com](http://www.gigihudsonvalley.com)



## The Brains behind the Operation

### Friends since 8th grade, New York City natives

Rob Crespi and Nick Kenner paired up in 2006 to bring Manhattan a fresh approach to lunch. Crespi, a graduate of the University of Wisconsin found themselves working in the lunch grind, this duo wanted more. They enlisted friend a menu and before long, and Kenner, a graduate of Colgate University, financial world. Sick of the same old midtown and knew that they were not alone in their and Chef Laura Pensiero to design the niche was filled.



The signature of Rob Crespi, written in a cursive black font.

Rob Crespi  
Partner, Just Salad

The signature of Nick Kenner, written in a cursive black font.

Nick Kenner  
Managing Partner, Just Salad



## Just Salad Reusable Bowls



The re-usable bowl is what Just Salad is all about; having fun, rewarding loyal customers, and making environmentally-conscious decisions. Every time you use your Just Salad reusable bowl, you get 2 FREE toppings!!



## The Online Nutrition Calculator...

**Lettuce**

- Almond Slices
- Apples
- Artichoke Hearts
- Asparagus
- Avocado
- Banana Peppers
- Barley
- Beans and Corn
- Beets
- Broccoli
- Butternut Squash
- Carrots
- Celery
- Chickpeas
- Chili Pumpkin Seeds
- Chinese Noodles

**Toppings:**

- Corn
- Cranberry Quinoa
- Crunchy Onions
- Cucumbers
- Dried Cranberries
- Edamame
- Egg Whites
- Eggplant
- Extra Bread
- Grape Tomatoes
- Green Peppers
- Hard Boiled Egg
- Hearts of Palm
- Lentils
- Mandarin Oranges
- Multigrain Croutons
- Olives
- Pepper
- Portabella Mushrooms
- Pumpkin Seeds
- Radish
- Red Onions
- Roasted Red Peppers
- Salt
- String Beans
- Sun-dried Tomatoes
- Tortilla Strips
- Walnuts
- Wheatberries
- White Beans
- White Mushrooms

**Nutrition Calculator**

**justsalad**

**Nutrition Facts**

Amount Per Serving  
Calories 375.29

|               | % Daily Value* |
|---------------|----------------|
| Total Fat     | 14.02g 21%     |
| Saturated Fat | 0.90g 4%       |
| Trans Fat     | 0.00g 0%       |
| Cholesterol   | 0.00mg 0%      |
| Sodium        | 1377.00mg 57%  |
| Total Carbs   | 67.18g 22%     |
| Dietary Fiber | 9.03g 36%      |
| Sugars        | 29.80g 59%     |
| Protein       | 7.59g 15%      |

\* Percent Daily Values are based on a 2,000 calorie diet. Your daily values may be higher or lower depending on your calorie needs.

**INGREDIENTS:**

Apples, Asparagus, Butternut Squash, Dried Cranberries, Green Peppers, Olives, Pepper, Sun-dried Tomatoes, Iceberg

[Reset all](#) [Preview Printing](#)

All nutritional values are approximate as portion sizes will vary.  
Last Updated: 07/08/10

see what you're eating  
anytime you want!

**NUTRITION FACTS**

|             |     |
|-------------|-----|
| Calories    | 375 |
| Total Fat   | 14g |
| Total Carbs | 67g |
| Sugars      | 29g |
| Protein     | 8g  |

**Ingredients:**

Apples, Asparagus, Butternut Squash, Olives, Pepper, Cranberries, Iceberg



## Just Salad Merchandise & Websites



Loyalty card members  
get extra discounts!

A screenshot of the Just Salad website homepage. The page features a city skyline background with several Just Salad restaurant locations. A yellow taxi cab is parked in front of one of the restaurants. On the left, there's a sidebar with icons for menu, locations, chat, our food, order, catering, contact us, and press. A phone number for phone orders (212 244 1111) is also listed. A large button in the center says "Visit the website to order online!".

Reusable Bamboo Utensil set!



A screenshot of the Just Salad blog website. The page has a light green background. At the top, there's a navigation bar with links for Home, Locations, Chat, Our Food, Order, Catering, Contact Us, and Press. Below the navigation, there's a section titled "Just Salad In Hi-Def" with a video thumbnail. Further down, there's a "Be Social" section with links to Follow Us (Twitter and Facebook) and Be our Fan (Facebook). There are also sections for Categories, Pages, Recent Posts, and Tags, along with a sidebar for Photos.

Check out  
Just Salad's Blog



WE TEACH YOU  
HOW TO OPERATE  
A JUST SALAD



like no one else !

## WE TEACH YOU HOW TO OPERATE



**TABLE OF CONTENTS**

- Introduction**
  - Our History
  - Manifesto
- Chapter 1: Prep**
  - Greens and Toppings Set-up
  - Salad Greens Prep
  - Salad Toppings Prep
  - Soup Prep
  - Chopping Station Set-up
  - Grab n Go Set-up
  - Snack Display Set-up
  - Pre-Prep/Post-Rush Checklist
  - Product Counter
  - Portion Chart
- Chapter 2: Cleaning**
  - Dishwashing Procedures
  - Cleaning
- Chapter 3: Service**
  - Peak Topping Service
  - Off-Peak Topping Service
  - Salad Toppings Upkeep
  - Salad Chopping Service
  - Cashier Station- Front of House
  - Aloha- Back of House
  - Delivery

| GREENS & TOPPINGS SET-UP    |                                    |                                    |                                       |                                   |                                   |                                     |                                 |                        |                          |                               |                     |                         |                          |                             |                               |                                    |
|-----------------------------|------------------------------------|------------------------------------|---------------------------------------|-----------------------------------|-----------------------------------|-------------------------------------|---------------------------------|------------------------|--------------------------|-------------------------------|---------------------|-------------------------|--------------------------|-----------------------------|-------------------------------|------------------------------------|
| Salad Greens                |                                    |                                    |                                       |                                   |                                   |                                     |                                 |                        |                          |                               |                     |                         |                          |                             |                               |                                    |
| 1 Romaine                   | 2 Iceberg                          | 3 Arugula<br>Red Cabbage           | 4 Spinach                             | 5 Mesclun                         | 6                                 | 7                                   | 8                               | 9                      | 10                       | 11                            | 12                  | 13                      | 14                       |                             |                               |                                    |
| 64                          | 65                                 | 66                                 | 67                                    | 68                                | 69                                | 70                                  | 71                              |                        |                          |                               |                     |                         |                          |                             |                               |                                    |
| 64. Almonds 1 1/4 oz. Scoop | 65. Crispy Wontons 1 1/4 oz. Scoop | 66. Crunchy Onions 1 1/4 oz. Scoop | 67. Dried Cranberries 1 1/4 oz. Scoop | 68. Pumpkin Seeds 1 1/4 oz. Scoop | 69. Navel Oranges 1 1/4 oz. Scoop | 70. Water Chestnuts 1 1/4 oz. Scoop | 71. Multigrain Crackers Handful | 6. Carrots 2 oz. Scoop | 7. Cucumbers 3 oz. Scoop | 8. Grape Tomatoes 2 oz. Scoop | 9. Corn 3 oz. Scoop | 10. Edamame 2 oz. Scoop | 11. Broccoli 3 oz. Scoop | 12. Black Beans 1 oz. Scoop | 13. Red Onion 1 1/2 oz. Scoop | 14. Sun-Dried Tomatoes 2 oz. Scoop |



*Operations Manual - the mother of all manuals.  
You should always have this by your side as this document will help you understand the basics and nuances of operating a Just Salad unit.*





| SANITATION & SAFETY - chapter 1 |   |                         | MANAGEMENT        |                   |                        | CRISIS MANAGEMENT   |  |  |
|---------------------------------|---|-------------------------|-------------------|-------------------|------------------------|---|--|--|
| <b>SECTIONS</b>                 | <b>SANITATION</b>                       |                         | <b>CASH SHEET</b> |                   | <b>Customer Injury</b> |   |  |  |
|                                 | Hand washing                            | Use of gloves           | <b>REGISTER 1</b> | <b>REGISTER 2</b> | <b>REGISTER 3</b>      | Any situation where a customer claims they were injured on Just Salad property must be taken seriously and reported right away. When you have a customer injury in your restaurant, please do the following:  |  |  |
|                                 | Personal hygiene and grooming           | 3 compartment sinks     | Cashier           | Cashier           | Cashier                | Show concern and remorse for their injury.  |  |  |
|                                 | Cleaning vs. Sanitizing                 | Cross contamination     | Deposit/Checkout  | Deposit/Checkout  | Deposit/Checkout       | Have them seek medical attention if needed.   |  |  |
|                                 | Conditions to bacterial growth          | Temperature danger zone | Vitamin           | Vitamin           | Vitamin                | Never make any statements regarding liability/fault.  |  |  |
|                                 | Thawing food                            | Heating food            | Cashier           | Cashier           | Cashier                | Call 911 if the injury is serious or a customer requests that you do.   |  |  |
|                                 | Holding food                            | Cooling food            | Drawer            | Drawer            | Drawer                 | Keep the customer informed and calm while waiting for emergency personnel.  |  |  |
|                                 | Food borne illness                      | Food borne illness      | Vitamin           | Vitamin           | Vitamin                | Immediately contact any law enforcement.  |  |  |
|                                 | Proper restraint for food borne illness | Refrigeration           | Cashier           | Cashier           | Cashier                | Determine if the incident was captured on video.  |  |  |
|                                 | Breaking the cycle                      | Pest infestation        | Drawer            | Drawer            | Drawer                 | Investigate the cause of the accident. Talk to witnesses.   |  |  |
|                                 | Dangerous chemicals                     | Handling chemicals      | Vitamin           | Vitamin           | Vitamin                | Carefully inspect the area around the incident occurrence to make note of the conditions.   |  |  |
|                                 |   |                         | Cashier           | Cashier           | Cashier                | Call 911 if there are any injuries, administer phone numbers of witnesses and the injured party.  |  |  |
|                                 |   |                         | E&M signature     | E&M signature     | E&M signature          | Complete an incident report form or follow protocol set up by your Franchise Owner or District Manager.   |  |  |
|                                 |   |                         | Another signature | Another signature | Another signature      | Just Salad does not require employees to provide first aid to customers as part of their job duties. If a customer requests first aid, managers should be the one to provide care.  |  |  |
|                                 |   |                         |                   |                   |                        | Note  |  |  |
|                                 |   |                         |                   |                   |                        | Allergic Reactions  |  |  |
|                                 |   |                         |                   |                   |                        | An allergic reaction to food can be a serious matter and depending on the situation, can also become an emergency situation.  |  |  |
|                                 |   |                         |                   |                   |                        | Symptoms of an allergic reaction include hives or an itchy rash, nausea, abdominal pain, vomiting and/or diarrhea, wheezing, shortness of breath and swelling.  |  |  |
|                                 |   |                         |                   |                   |                        | Sometimes a person will also become dizzy and light-headed and even faint or become unconscious.  |  |  |
|                                 |   |                         |                   |                   |                        | A severe allergy may result in anaphylactic shock and even death.   |  |  |
|                                 |   |                         |                   |                   |                        | Just Salad is very aware of the allergens in our menu items and various ingredients and can provide guests with a list of our menu items and contain allergens. It's our responsibility to be up-front with our food items and allergens to ensure the safety of our customers and employees. |  |  |
|                                 |   |                         |                   |                   |                        | Symptoms of a food allergy usually begin to occur within an hour of eating the offending allergen and mild symptoms might become more severe, so they should be treated promptly and as if the customer or employee is having a severe reaction.  |  |  |

[ *Policy & Procedures- the name says it all, a list and explanation of the policies and procedures of Just Salad* ]





## section one: PRODUCTION

Marinating Chicken  
Grilling Chicken  
Almonds  
Bacon  
Turkey Bacon  
Butternut Squash  
Roasted Eggplant  
Sesame-Grilled Tofu  
Grilled Salmon

### POWER MIXER

Never clean it up while it is still plugged in. Never submerge the top part in the water. Unplug the cable before you detach it.



### CONVECTION OVEN

Carefully read each recipe when using the oven—every product is different.



### PRODUCTION

#### MARINATING CHICKEN

It is very important that all sanitary conditions and steps are followed when dealing with chicken. Chicken has salmonella that is easily transferable when not handled properly.

1. Make sure that your hands are properly washed.
2. Make sure that all equipment and work surfaces used to marinate chicken are properly washed, rinsed and sanitized.
3. Wear disposable gloves when handling and preparing chicken.
4. Do not handle any other products while handling chicken.
5. Properly wash, rinse and sanitize all equipment and work surfaces after you are finished. Take only 2 cases at a time out of the walk-in to prevent them from sitting at room temperature for too long.

- Recipe:  
• Cut off any excess fat or cartilage before you marinade  
• 4lb case of boneless chicken breast  
• 1½ Cups (32 oz) 90/10 oil  
• 1 Cup (8 oz) red wine vinegar  
• 2 oz chopped garlic  
• 2 oz kosher salt  
• 4 tbsps black pepper

Mix all ingredients in a mixing bowl using a whisk. Pour over chicken, mix thoroughly with glove-protected hands. Place in the walk-in refrigerator and marinate for 24-48 hours before grilling.

*Recipe Book- Highly confidential!  
Learn how to make Just Salad homemade  
dressings and how to marinate our all-natural  
chicken. Many of the secrets are unlocked  
in this document.*



**Chopper's Test**

1. How do you measure and serve a portion of salad dressing?  
 a) In Store \_\_\_\_\_ WHATEVER THE CUSTOMER WANTS, BUT START WITH 1 ½ CIRCLES  
 b) Delivery \_\_\_\_\_ ON THE SIDE UNLESS THEY ASK FOR IT TO BE MIXED IN \_\_\_\_\_

2. You charge extra for dressing when \_\_\_\_\_ THEY ASK FOR EXTRA ON THE SIDE \_\_\_\_\_

3. If a customer wants the dressing on the side, do you charge extra? \_\_\_\_\_ NO \_\_\_\_\_

4. What do you do with left over scraps from a previous salad? SCRAP IT INTO A DIRTY BOWL

5. When do you clean the meatless knife? \_\_\_\_\_ AFTER EVERY SALAD OR WRAP

6. If a customer does not want their salad chopped, how do you tell a salad? \_\_\_\_\_ Toss BETWEEN 2 METAL BOWLS

7. How do you serve a salad in a reusable JS bowl? \_\_\_\_\_ USE A METAL BOWL OR A CLEAR LID; IT SHOULD NEVER TOUCH THE CHOPPING BOARD

8. If someone has an allergy, what do you do? \_\_\_\_\_ USE A CLEAN CUTTING BOARD, WASH RINSE AND SANITIZE THE MEZZALUNA KNIFE, SCRAPER AND TONGS

9. Does every salad get a piece of bread automatically? \_\_\_\_\_ EVERY SALAD COMES WITH BREAD BUT ASK CUSTOMER IF THEY WANT IT

10. Do you charge extra for bread? \_\_\_\_\_ IF THEY WANT MORE THAN 1 SLICE \_\_\_\_\_

11. Does bread come with a wrap? \_\_\_\_\_ NO \_\_\_\_\_

12. How long do you heat up a wrap? \_\_\_\_\_ 4 SECONDS

13. List the types of wraps we serve \_\_\_\_\_ PLAIN (WHITE) AND WHOLE WHEAT

14. Before giving a salad to the customer you always \_\_\_\_\_ WPE IT WITH A CLEAN TOWEL

**Salad Item:** \_\_\_\_\_ Percentage: \_\_\_\_\_

**LIST THE RECOMMENDED DRESSING FOR ALL THE CHEF DESIGNED SALAD/WRAP:**

1. Just Salad Signature: \_\_\_\_\_ SHERRY SHALLOT VINAIGRETTE
2. California Salad: \_\_\_\_\_ LOW FAT BALSALIC VINAIGRETTE
3. Texas Two Step Salad: \_\_\_\_\_ CHILLED AVOCADO DRESSING

Page 8 of 10

**Prep for Cashier's Training Session**

Review this Trainer's Guide

Make sure that you have everything that you will need for the training session:

|   |  |
|---|--|
| <b>DAYS 1 &amp; 2</b>   | <b>DAY 3</b>   |
| <ul style="list-style-type: none"> <li>Training Schedule</li> <li>Operations Manual: JI Link: Service Section</li> <li>Appearance Standards Checklist</li> <li>Customer Relations</li> <li>Product Sales Checklist</li> <li>JS Order Tickets</li> <li>WPE Checklist</li> <li>Pre-Rush Checklist</li> <li>Post-Rush Checklist</li> </ul> | <ul style="list-style-type: none"> <li>Day 1 is a review plus</li> <li>Quick and Answer Key</li> </ul> |

**MAKE SURE ALL EQUIPMENT & SUPPLIES ARE ON READY**

Ensure the following for your training:

Lead by Example

- Be positive
- Communicate clearly
- Use appropriate tone and body language
- Ask questions

Use our 4-S Model Training Method: 3 Es & 1 Cs

- Tell
- Show
- Explain: TELL the trainee how to do the task
- Experience: SHOW the trainee how to do the task
- Feedback: Clarify, Communicate & Comment

Review with Trainee

- Appearance Standards Checklist:
  - Make sure they understand dress code
  - Allow them to practice
  - Have them sign the ABC
- Job description:
  - Make sure they understand the duties & requirements for the position.
  - Give a copy to the trainee

Page 8 of 11

**Employee Orientation Quiz**

Now it's time to see what you remember from the orientation session. When you complete this quiz, your manager or coach will review your answers with you.

1. What makes Just Salads different from other restaurants offering salads?

- Our salads are pre-made. They are fresh & made-to-order for each customer's taste.
- We believe that our employees are the most important part of our organization.
- We believe that our environment should be as healthy as our salads.
- All of the above

2. Who are the founder(s) of Just Salads?

- Just Salads
- Rob and Jennifer
- Marty Minutolo
- None of the above

3. What year did the first Just Salads open?

- 1997
- 1998
- 1999
- 2000

4. What was the first Just Salads location?

- Madison, WI
- 27th Street in New York City
- 3rd Street in San Francisco
- All of the above

5. Who is the most important person to Just Salads's success?

- The customers
- The manager
- The cashier

6. Just Salads's core values are defined in:

- Policy Handbook
- Training Manual
- The Just Salads Operations Manual

7. Which of the following are important to the Just Salads customer experience?

- Quality of the food
- Inexpensive checklist
- Friendly service
- The music
- Friendly environment
- All of the above

8. Excessive absenteeism or tardiness will result in:

- A warning up to 3 times
- Disciplinary action up to 6 times including discharge

9. A Just Salads Employee Uniform includes:

- Hat
- Name tag
- Apron
- Twisted in shirt
- All of the above.

10. Breaks, Sickdays, Being Late, Scheduling, Meals, and Your Pay are all topics or policies your manager will discuss with you on your first day of work.

- True
- False

Page 8 of 10

## Line Training Exercises

**Cashier-in-Training Workbook**  
**Cashier Trainer's Guide**  
**Topper Training Guide**  
**Topper-in-Training Workbook**  
**Chopper-in-Training Workbook**  
**Chopper Training Guide**

**Topper's Core Skills Training**

The role of Topper is one of the most important part of our CORE SKILLS checklist. You can learn more about the Core Skills checklist in the JI Link: Service section. Your certified trainer will teach them to you and coach you as you learn these skills.

Most new employees can master these skills within 10 hours or 4 shifts. A certified trainer will teach you how to do the job. LEARN THE SKILLS AND PERFORMING THEM PERFECTLY. When you are ready to move on to the next level, you will have had it to 5 shifts to practice your new skills. You will be eligible for certification. Here's a list of what you will cover during the 20 hours of training.

|  |  |   |
|--|--|---|
| <b>Topper Day 1</b>  | <b>Topper Day 2</b>  | <b>Topper Day 3</b>   |
| of core skills training includes:<br><ul style="list-style-type: none"> <li>Review checklist and sign off on items in the JI Link: Service section that are covered:</li> <li>Rotation</li> <li>Set-up</li> <li>Breaks</li> <li>Reading and understanding ORDER TICKETS</li> <li>Reading and understanding MENU</li> <li>Recognition of the ingredients</li> <li>Household Recipes for JI Chef Developed salads and soups</li> <li>BYO Salads and Wrap</li> <li>Chopped or Tossed</li> <li>WPE under the books</li> <li>Learned card</li> </ul>  | of core skills training includes:<br><ul style="list-style-type: none"> <li>Review checklist and sign off on items in the JI Link: Service section that are covered:</li> <li>Reading and understand:<br/> <ul style="list-style-type: none"> <li>Product knowledge</li> <li>Order tickets</li> <li>Lay out sheet</li> <li>Stocking</li> <li>Extra cash issue</li> <li>Top around the world options</li> <li>Customer service</li> <li>JUFO</li> </ul> </li> </ul>   | of core skills training includes:<br><ul style="list-style-type: none"> <li>Completion of checklist and sign off on items in the JI Link: Service section that are covered:</li> <li>Lift at hand or provide</li> <li>Memorize the menu</li> <li>Read, write and clearly mark JS Tickets</li> <li>Read and follow recipes and prep instructions</li> <li>Communicate clearly with customers and team members</li> <li>Follow instructions</li> <li>Follow company rules</li> </ul>  |
| <b>AND BE ABLE TO:</b>   | <b>AND BE ABLE TO:</b>   | <b>AND BE ABLE TO:</b>  |
| <ul style="list-style-type: none"> <li>Hold for long periods of time</li> <li>Maintain a fast pace for an extended amount of time</li> <li>Work in pairs</li> <li>Work in groups</li> <li>Work alone</li> <li>Work in pairs or all alone</li> <li>Work in and out of sections</li> <li>Follow directions and safety policies</li> <li>Use safe food handling practices</li> <li>Greets and serve customers cheerfully</li> <li>Provide fast, friendly and efficient service to all</li> <li>Keep a clean and organized work space</li> <li>Keep an responsive attitude with team members</li> <li>Complete opening and closing procedures as required</li> </ul> | <ul style="list-style-type: none"> <li>Follow the Appearance Standards Checklist: Look neat, clean and professional at all times</li> <li>Check in and out on the POS</li> <li>Separation (sushi)</li> <li>Wipe down surfaces</li> <li>Use correct portion measures (Weigh and weight)</li> <li>Handle the till properly using the FISU version (First In First Out) also known as "Rotating Stock"</li> <li>Use ALL products properly</li> <li>Close the till</li> <li>Use the post-cash checklist</li> </ul> | <ul style="list-style-type: none"> <li>Learn how to perform customer service duties, including greeting and interacting with customers, and other duties</li> <li>Keep the menu and product information</li> <li>Accurately mark JS Tickets</li> <li>Prep all orders in JS</li> <li>Use correct portion measures and weights</li> <li>Use all equipment SAFELY and properly</li> <li>Use the correct cash register</li> <li>Use correct portion measures (Weigh and weight)</li> <li>Handle the till properly using the FISU version (First In First Out) also known as "Rotating Stock"</li> <li>Use ALL products properly</li> <li>Close the till</li> <li>Use the post-cash checklist</li> </ul> |
| <b>TAKE FINAL EXAM: MANAGER OBSERVES AND CERTIFIES THAT YOU HAVE MASTERED ALL SKILLS</b>   |  |   |

Page 8 of 11

**Topper's Job Description**

READ THIS VERY CAREFULLY! If you have any questions please ask your supervisor or manager.

To qualify for this job YOU MUST:

As a JS Topper you MUST:

- Be at least 18 years old or older
- AND BE ABLE TO:
- Hold for long periods of time
- Maintain a fast pace for an extended amount of time
- Work in pairs
- Work in groups
- Work alone
- Work in pairs or all alone
- Work in and out of sections
- Follow directions and safety policies
- Use safe food handling practices
- Greets and serve customers cheerfully
- Provide fast, friendly and efficient service to all
- Keep a clean and organized work space
- Keep an responsive attitude with team members
- Complete opening and closing procedures as required

**Practical Skill Training Checklist**

To show that all material has been covered fill out the form below:

- 1) In the Tell/Show Column, the trainer initials this column after the task has been explained and demonstrated.
- 2) In the Do/Defer Column, the trainee initials this column after the task has been done.
- 3) In the Certified Column, the manager initials this column after the trainee has shown she/he can do the task to meet the Just Salads's standard.

| Time  | Training Beginning Date     |                            |                             |
|---|-----------------------------|----------------------------|-----------------------------|
|   |                             |                            |                             |
| <b>Topper Job Required Skills</b>   | <b>Tell/Show (Initials)</b> | <b>Do/Defer (Initials)</b> | <b>Certified (Initials)</b> |
| <b>BASICS</b>   |                             |                            |                             |
| Topper's Job Description  |                             |                            |                             |
| Customer Relations  |                             |                            |                             |
| Appearance Standards Checklist  |                             |                            |                             |
| Customer Relations  |                             |                            |                             |
| Check in and out on the POS   |                             |                            |                             |
| Separation (sushi)  |                             |                            |                             |
| Wipe down surfaces  |                             |                            |                             |
| Use correct portion measures  |                             |                            |                             |
| Handle the till properly using the FISU version (First In First Out) also known as "Rotating Stock" |                             |                            |                             |
| Use ALL products properly   |                             |                            |                             |
| Close the till  |                             |                            |                             |
| Use the post-cash checklist   |                             |                            |                             |
| <b>CLEANLINESS</b>  |                             |                            |                             |
| Keep a clean and organized work space   |                             |                            |                             |
| Keep an responsive attitude with team members   |                             |                            |                             |
| Complete opening and closing procedures as required   |                             |                            |                             |
| <b>CLOSE/OPEN</b>   |                             |                            |                             |
| Check as pre-arranged   |                             |                            |                             |
| Complete closing procedures as required   |                             |                            |                             |
| <b>PREP</b>   |                             |                            |                             |
| Pre-cash checklist  |                             |                            |                             |
| Use correct portion measures  |                             |                            |                             |
| Know how to weigh and weight  |                             |                            |                             |
| Know portioning to count and taste  |                             |                            |                             |
| Correct serving sizes   |                             |                            |                             |
| Use correct portion measures  |                             |                            |                             |
| Handle the till properly using the FISU version (First In First Out) also known as "Rotating Stock" |                             |                            |                             |
| Use ALL products properly   |                             |                            |                             |
| Close the till  |                             |                            |                             |
| Use the post-cash checklist   |                             |                            |                             |
| <b>KNOW ASSETS</b>  |                             |                            |                             |
| Check as pre-arranged   |                             |                            |                             |
| Sharpen measuring   |                             |                            |                             |
| <b>SERVICE</b>  |                             |                            |                             |
| Keep track of which salad is next   |                             |                            |                             |
| Greets customers cheerfully   |                             |                            |                             |
| Good eye contact  |                             |                            |                             |
| Smile   |                             |                            |                             |
| Listen  |                             |                            |                             |
| How to shop a salad   |                             |                            |                             |

Page 8 of 11





## TABLE OF CONTENTS

- Vendor List
- Staff Contact List
- Vendor Ordering Calendar
- Cleaning Schedule
- Lettuce Layout Chart
- Essentials Layout Chart
- Extras Layout Chart
- Troubleshooting
- Credit Cards Will Not Process
- Point of Sale Unresponsive
- Yogurt Machine Freezes Up
- Pest Control Log
- Weekly Health Department Check List
- Daily Notes
- Daily Temperature Log
- Opening/Closing Checklist
- Cash Procedures
- Daily Cash Sheet
- Product Checker
- Scoop Checklist

| Item                  | Scoop Size     | SCOOP CHECKLIST |   |   |    |   |     |     |
|-----------------------|----------------|-----------------|---|---|----|---|-----|-----|
|                       |                | M               | T | W | Th | F | Sat | Sun |
| Albacore Tuna         | 2 oz           |                 |   |   |    |   |     |     |
| Almond Slices         | 0.5 oz         |                 |   |   |    |   |     |     |
| Apples                | 2 oz perf.     |                 |   |   |    |   |     |     |
| Artichoke Hearts      | 1 piece        |                 |   |   |    |   |     |     |
| Azuki Beans           | 2 oz pieces    |                 |   |   |    |   |     |     |
| Bacon                 | 1.5 oz         |                 |   |   |    |   |     |     |
| Banana Peppers        | 2 oz perf.     |                 |   |   |    |   |     |     |
| Beets                 | 2 oz           |                 |   |   |    |   |     |     |
| Bell Peppers and Corn | 2 oz           |                 |   |   |    |   |     |     |
| Blue Cheese           | 1 1/2 oz       |                 |   |   |    |   |     |     |
| Broccoli              | 4-5 heads      |                 |   |   |    |   |     |     |
| Buffalo Chicken       | 3 oz           |                 |   |   |    |   |     |     |
| Burrata Squash        | 2 oz           |                 |   |   |    |   |     |     |
| Carrot                | 3 oz           |                 |   |   |    |   |     |     |
| Celery                | 2 oz           |                 |   |   |    |   |     |     |
| Chickpeas             | 3 oz           |                 |   |   |    |   |     |     |
| Cilantro              | 2 oz           |                 |   |   |    |   |     |     |
| Crisp Wontons         | 0.5 oz         |                 |   |   |    |   |     |     |
| Corn                  | 3 oz           |                 |   |   |    |   |     |     |
| Crumbled Feta         | 1 oz           |                 |   |   |    |   |     |     |
| Crunchy Onions        | 1 1/2 oz       |                 |   |   |    |   |     |     |
| Cucumbers             | 3 oz           |                 |   |   |    |   |     |     |
| Dried cranberries     | 0.5 oz         |                 |   |   |    |   |     |     |
| Eddamame              | 0.5 oz         |                 |   |   |    |   |     |     |
| Egg Whites            | 1 oz           |                 |   |   |    |   |     |     |
| Espinard              | 1.5 oz         |                 |   |   |    |   |     |     |
| Fresh Mozzarella      | 4 pieces       |                 |   |   |    |   |     |     |
| Goat Cheese           | 1 piece        |                 |   |   |    |   |     |     |
| Grapes                | 3 oz           |                 |   |   |    |   |     |     |
| Grape Tomatoes        | 2 oz           |                 |   |   |    |   |     |     |
| Green Peppers         | 2 oz           |                 |   |   |    |   |     |     |
| Grilled Chicken       | 3 oz           |                 |   |   |    |   |     |     |
| Grilled Lettuce       | 2 oz leaves    |                 |   |   |    |   |     |     |
| Hard Boiled Egg       | 1 egg          |                 |   |   |    |   |     |     |
| Hearts of Palm        | 2 oz           |                 |   |   |    |   |     |     |
| Honey Glaze Turkey    | 1 unit (2.5oz) |                 |   |   |    |   |     |     |
| Hummus                | 1.5 oz         |                 |   |   |    |   |     |     |
| Umeboshi              | 1 oz           |                 |   |   |    |   |     |     |
| Low Fat Tuna Salad    | 2 oz           |                 |   |   |    |   |     |     |
| Low Fat Cheddar       | 1.5 oz         |                 |   |   |    |   |     |     |
| Low Fat Sardines      | 2 oz           |                 |   |   |    |   |     |     |
| Mandarin Oranges      | 2 perf.        |                 |   |   |    |   |     |     |
| Multigrain Croutons   | 4 oz           |                 |   |   |    |   |     |     |
| Olives                | 1.5 oz         |                 |   |   |    |   |     |     |
| Parmesan              | 1.5 oz         |                 |   |   |    |   |     |     |

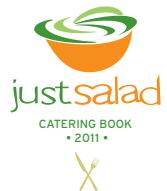
## PRODUCT CHECKER CHECKLIST

| PRODUCT NAME         | SMELL |   |   |    |   |   |    | APPEARANCE |   |   |    |   |   |    | TEXTURE |   |   |    |   |   |    |
|----------------------|-------|---|---|----|---|---|----|------------|---|---|----|---|---|----|---------|---|---|----|---|---|----|
|                      | M     | T | W | TH | F | S | SU | M          | T | W | TH | F | S | SU | M       | T | W | TH | F | S | SU |
| Bread                |       |   |   |    |   |   |    |            |   |   |    |   |   |    |         |   |   |    |   |   |    |
| Arugula              |       |   |   |    |   |   |    |            |   |   |    |   |   |    |         |   |   |    |   |   |    |
| Spinach              |       |   |   |    |   |   |    |            |   |   |    |   |   |    |         |   |   |    |   |   |    |
| <b>Meat</b>          |       |   |   |    |   |   |    |            |   |   |    |   |   |    |         |   |   |    |   |   |    |
| <b>Meatball</b>      |       |   |   |    |   |   |    |            |   |   |    |   |   |    |         |   |   |    |   |   |    |
| <b>Meatless</b>      |       |   |   |    |   |   |    |            |   |   |    |   |   |    |         |   |   |    |   |   |    |
| <b>Meatless</b>      |       |   |   |    |   |   |    |            |   |   |    |   |   |    |         |   |   |    |   |   |    |
| Banana Peppers       |       |   |   |    |   |   |    |            |   |   |    |   |   |    |         |   |   |    |   |   |    |
| Beets                |       |   |   |    |   |   |    |            |   |   |    |   |   |    |         |   |   |    |   |   |    |
| Black beans & corn   |       |   |   |    |   |   |    |            |   |   |    |   |   |    |         |   |   |    |   |   |    |
| <b>Bottled Salad</b> |       |   |   |    |   |   |    |            |   |   |    |   |   |    |         |   |   |    |   |   |    |
| <b>Broccoli</b>      |       |   |   |    |   |   |    |            |   |   |    |   |   |    |         |   |   |    |   |   |    |
| Carrots              |       |   |   |    |   |   |    |            |   |   |    |   |   |    |         |   |   |    |   |   |    |
| Celery               |       |   |   |    |   |   |    |            |   |   |    |   |   |    |         |   |   |    |   |   |    |
| Chickpeas            |       |   |   |    |   |   |    |            |   |   |    |   |   |    |         |   |   |    |   |   |    |
| Cilantro             |       |   |   |    |   |   |    |            |   |   |    |   |   |    |         |   |   |    |   |   |    |
| Corn                 |       |   |   |    |   |   |    |            |   |   |    |   |   |    |         |   |   |    |   |   |    |
| Cucumbers            |       |   |   |    |   |   |    |            |   |   |    |   |   |    |         |   |   |    |   |   |    |
| Eddamame             |       |   |   |    |   |   |    |            |   |   |    |   |   |    |         |   |   |    |   |   |    |
| Espinart             |       |   |   |    |   |   |    |            |   |   |    |   |   |    |         |   |   |    |   |   |    |
| Egg Whites           |       |   |   |    |   |   |    |            |   |   |    |   |   |    |         |   |   |    |   |   |    |
| Greens               |       |   |   |    |   |   |    |            |   |   |    |   |   |    |         |   |   |    |   |   |    |
| Green Tomatoless     |       |   |   |    |   |   |    |            |   |   |    |   |   |    |         |   |   |    |   |   |    |
| Green Peppers        |       |   |   |    |   |   |    |            |   |   |    |   |   |    |         |   |   |    |   |   |    |
| Hard-Boiled Eggs     |       |   |   |    |   |   |    |            |   |   |    |   |   |    |         |   |   |    |   |   |    |

\*Items that are highlighted need extra attention as they have a shorter shelf life.

**Manager's Daily Log-** This manual is never far from a Just Salad managers reach during operation. This document basically serves as a cliff-notes version and reminder notepad. It contains several checklist forms that are always handy for management to have on them.





## TABLE OF CONTENTS

- Check List
- Preparing Food
  - Chef Designed Salads
  - Chef Designed Wraps
  - Build-Your-Own
  - Dressings
  - Bread
  - Fruit Salad
  - Soup
- Packing Food
  - Transporting
  - Delivery
  - Thanking the Customer
- Catering Menu

**CHECK LIST**  
Get the catering check list for each assignment from the General Manager.

### PREPARE FOOD

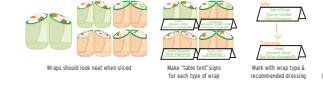
#### Chef Designed Salad (CDS)

##### Prepare salads

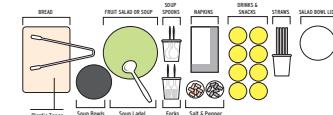
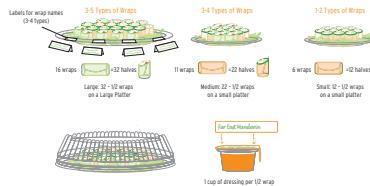


#### Chef Designed Wrap (CDW)

##### Prepare wraps



#### Arrange wraps and garnished on correct size platter:



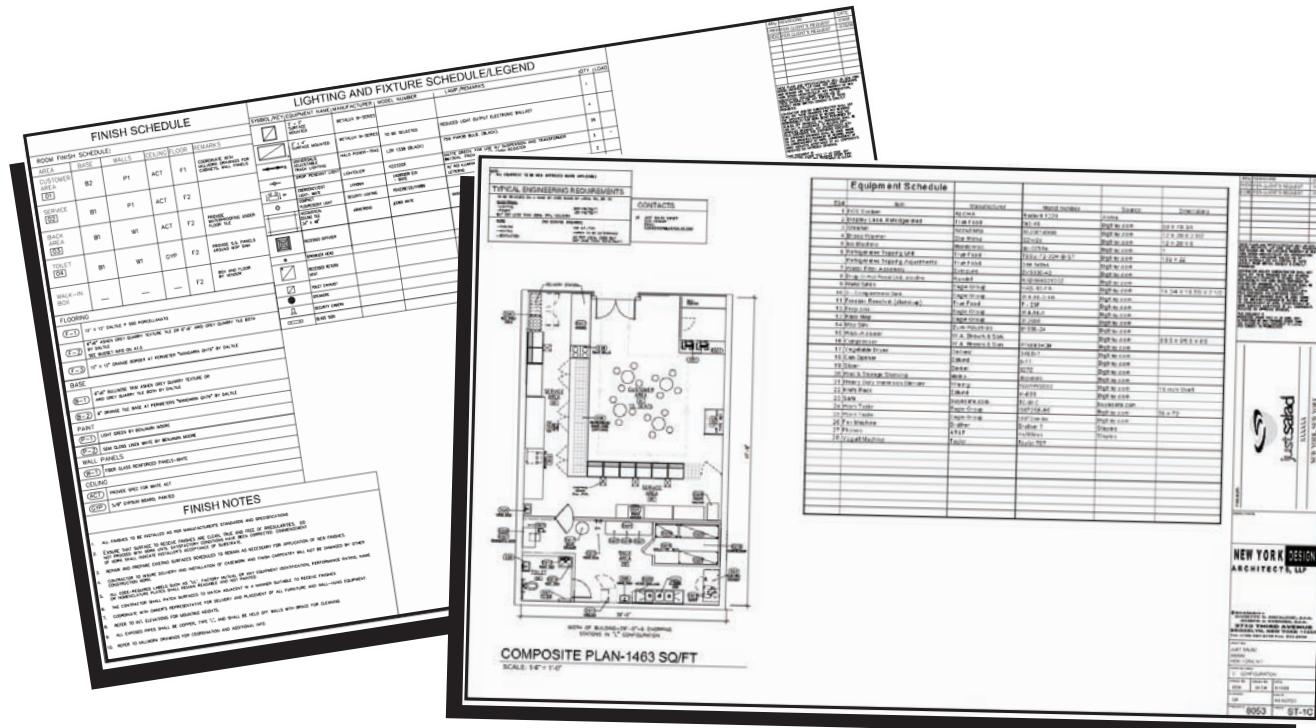
*[ Catering Manual- For when you get big orders,  
you are clear on how to execute at a high level. ]*



WE TEACH YOU  
HOW TO BUILD  
OUT A JUST SALAD



We Teach YOU how to build out a Just Salad

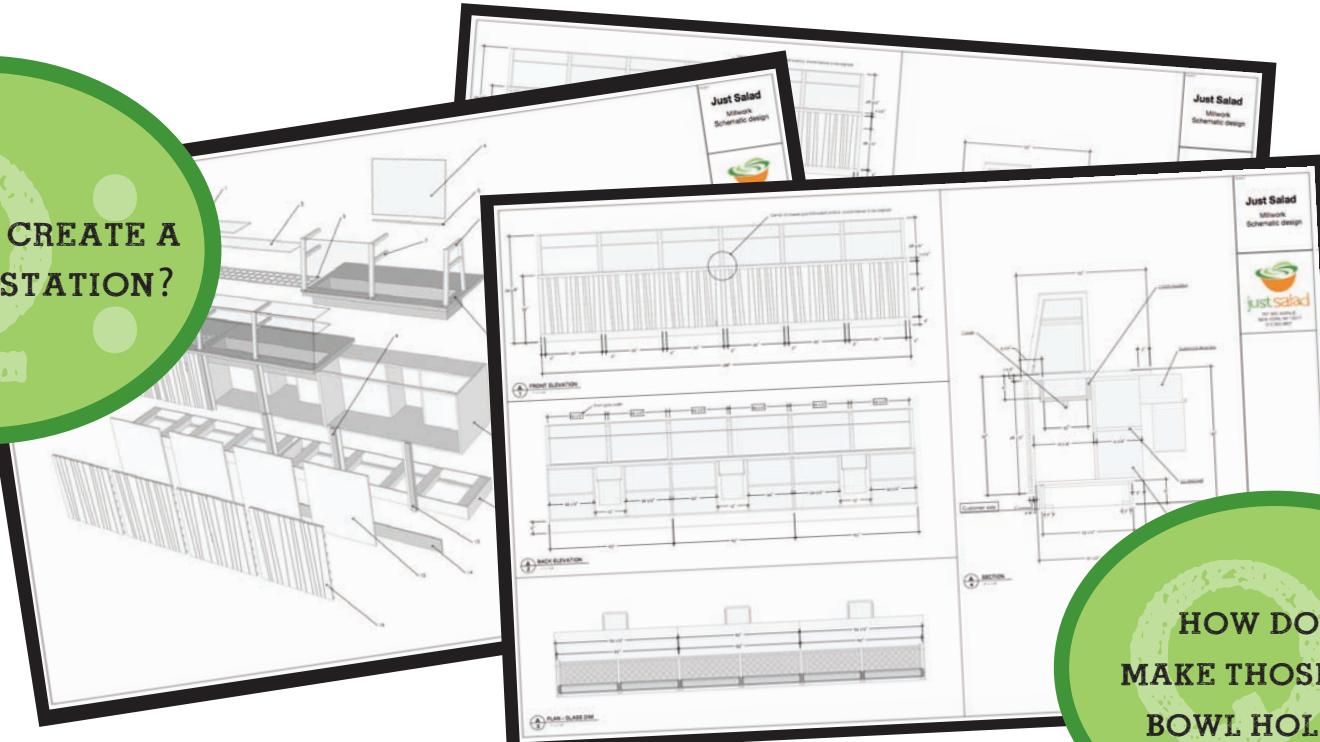


**[** *Architectural drawings provide your architect with the basics on how to construct a Just Salad location.*



# We Teach YOU how to build out a Just Salad

HOW DO WE CREATE A CHOPPING STATION?



HOW DO WE  
MAKE THOSE COOL  
BOWL HOLDERS?



*Millwork drawings- we give you documents that you can hand straight to your carpenter that will ensure each Just Salad is built out properly.*

We Teach YOU how to build out a Just Salad

**Equipment and Smallware List**- we give you in Excel format what to buy and where you can buy from.

*A straight forward list that lets you execute at a high level.*





JUST SALAD PRESS!  
WHO'S TALKING  
ABOUT US?



# The Rise of Lettuce-based Midtown Meat Market

Publication: New York Magazine | Article: Salad Days | Date: August 6, 2006 | Author: Emma Rosenblum

*NEW YORK*  
NEWS & FEATURES

NEWS & FEATURES ■ RESTAURANTS ■ BARS ■ ENTERTAINMENT ■ FASHION ■ SHOPPING ■ Agenda ■ SITE MAP ■  
PLUS TRAVEL ■ REAL ESTATE ■ VISITOR'S GUIDE ■ KIDS ■ BEAUTY ■ WEDDINGS ■ BEST DOCTORS ■ CLASSIFIEDS ■ BEST OF NY ■  
Subscribe Today | Give a Gift

INTELLIGENCER Text Size: A | A | A ADVERTISEMENT

## Salad Days

The rise of a lettuce-based midtown meat market.

By Emma Rosenblum Published Aug 6, 2006 Share



A salad bar on the corner of Park Avenue and 51st Street doesn't seem like the most obvious place for youthful romance, but on a sunny day, there's a mob of post-collegiate suits lining up at Just Salad for takeout of leafy green veggies—and each other. Most of the credit goes to owners Nick Kenner, 25, and Rob Crespi, 24. "We wanted to open a lunch place for the young, hipper crowd that I saw in midtown," says Kenner, who worked at a hedge fund for two years before quitting to become an arugula entrepreneur. Their spot has taken off since it opened in May. "There are always attractive girls and guys my age there," says Michele Waldman, a 25-year-old regular. "And Nick and Rob are so cute and flirt with all the girls in line—it's great," she says. And, of course, there are also those healthy salads. "Cute guys plus carb-free dressing? I'm so in," she adds. With the women hooked, other guys follow. We stopped by on a recent Wednesday.

**Steve Newhouse**  
25, investment-research manager  
**Why are you here?**  
There are a lot of attractive women in here. And the dressings are great. I come here for the dressings and the girls, basically.

**Jason Zacker**  
23, real estate  
**Have you ever met anyone here?**  
I actually met the person I'm seeing here.  
**How did that happen?**  
She was ahead of me on line, and I had the guts to say something, and it's working out.



# Martha Stewart Living Debut on NBC

Publication: MarthaStewart.com | Article: Immunity Bowl Salad Recipe | Date: October 5, 2008

The screenshot shows the Martha Stewart Show website. At the top, there's a navigation bar with categories: FOOD, ENTERTAINING, HOLIDAYS, WEDDINGS, CRAFTS, HOME & GARDEN, PETS, WHOLE LIVING, TELEVISION, and SHOP. Below the navigation is the Martha Stewart logo. To the left, there's a sidebar with links for THIS WEEK ON THE SHOW, GET TICKETS, ABOUT THE SHOW, and VIDEO ARCHIVE. Under All TV Shows, it lists The Martha Stewart Show, Mad Hungry, Whatever with Alexis and Jennifer, Everyday Food, Seasons 5-6, and Everyday Baking. The Show Schedule section shows broadcast times for various shows. A Hallmark Channel in your area search bar is also present. On the right, the main content area shows a recipe for Just Salad Immunity Bowl. The title "Just Salad Immunity Bowl" is at the top, followed by a comment link. Below the title are sharing options: SAVE, RATE, PRINT, EMAIL, and FACEBOOK - SHARE THIS. A thumbnail image of the salad is shown, with a "WATCH VIDEO" button below it. To the right of the video thumbnail, there's a description: "This delicious and healthy salad, courtesy of Rob Crespi and Nick Kenner of Just Salad, packs numerous nutrients into one meal." Further down, there's a section for Ingredients, listing items like Roasted Salmon, Roasted Butternut Squash, mesclun, wheat berries, cucumbers, dried cranberries, and Lemon Vinaigrette. It also says "Makes 4 servings". On the far right, there's a sidebar for "Get Dinner Tonight" which includes sections for iPhone apps, SMS text messages, and email sign-ups. Below the main content area, a YouTube player window is overlaid, showing a video titled "Just Salad on Martha Stewart!" by user kik8185. The video thumbnail shows Martha Stewart in her kitchen.

Media outlet: YouTube | Episode: Just Salad debut | Date: April 10, 2007  
<http://www.youtube.com/watch?v=Msnr39Yzfeo>



## 30 Under 30: America's Coolest Entrepreneurs

Publication: Inc. Magazine | Article: 30 Under 30: America's Coolest Entrepreneurs List | Date: 2007

The screenshot shows the Inc. Magazine homepage with a yellow header bar. Below it, the main content area features a banner for "The UPS Store" with the tagline "WE ♥ LOGISTICS". The main headline reads "To find out more about our printing services, visit [theupsstore.com](http://theupsstore.com)". Below the banner, there's a navigation menu with categories like START-UP, RUNNING A BUSINESS, FINANCE, LEADERSHIP & MANAGING, SALES & MARKETING, TECHNOLOGY, INNOVATION, and INC.500|5000. A sidebar on the left highlights the "30 under 30" list, featuring portraits of two entrepreneurs and the title "AMERICA'S COOLEST YOUNG ENTREPRENEURS". The main article for "#24 NICK KENNER #25 ROB CRESPI JUST SALAD" is displayed, detailing their ages (26 and 25), location (New York), revenue (\$500,000), employees (about 50), and year founded (2005). A sidebar on the right contains an advertisement for Michigan Economic Development Corporation, featuring a portrait of a man and the text "Get our comprehensive battery plan and more, click on MichiganAdvantage.org/chargingahead".

**#24 NICK KENNER  
#25 ROB CRESPI  
JUST SALAD**

**Ages:** 26 (Kenner) and 25 (Crespi)  
**Location:** New York  
**2006 Revenue:** \$500,000  
**Employees:** about 50  
**Year founded:** 2005

Kenner and Crespi left their jobs in finance to go into the risky restaurant business together. Their idea for Just Salad came when they realized there weren't enough quick, healthy lunch options near their offices in Midtown. With the help and knowledge of a family friend -- chef Laura Pensiero, who developed the menu and created 27 unique dressings -- Just Salad opened its doors in 2006 to a line of hungry professionals, including many young professionals, for whom Just Salad has become a defacto singles scene. The lunch spot was such a hit that Kenner and Crespi were able to open another location only eight months later. Revenue is expected to top \$3 million this year.

[Previous](#) | [Next](#)  
[Return to 30 Under 30](#)

**JUST SALAD** **Ages:** 26 (Kenner) and 25 (Crespi) **Location:** New York

**2006 Revenue:** \$500,000 **Employees:** about 50 **Year founded:** 2005

Kenner and Crespi left their jobs in finance to go into the risky restaurant business together. Their idea for Just Salad came when they realized there weren't enough quick, healthy lunch options near their offices in Midtown. With the help and knowledge of a family friend -- chef Laura Pensiero, who developed the menu and created 27 unique dressings -- Just Salad opened its doors in 2006 to a line of hungry professionals, including many young professionals, for whom Just Salad has become a defacto singles scene. The lunch spot was such a hit that Kenner and Crespi were able to open another location only eight months later. Revenue is expected to top \$3 million this year.



## "The Healthy Value Meal" Next Magazine introduces Just Salad to Hong Kong

Publication: Next Magazine | Article: "The Healthy Value Meal" Just Salad Introduction to Hong Kong | 2006



"Just Salad was started 3 years ago by two young entrepreneurs in New York and now offers Hong Kong a healthy and yummy takeout lunch option. As you travel down the long counter you pick your toppings, the salad gets cut and tossed and packaged in the bright Just Salad bowls. The best part is if you bring back the bowl for your next visit you get 2 free toppings-making it cheaper and more environmentally conscience than its competitors like City Super. The variety of daily made dressings and the amount of detail on the menu allows you to craft a meal with minimal sodium and added sugar."



## "American Oversees" U Magazine introduces Just Salad to Hong Kong

Publication: U Magazine | Article: "American Oversees" Just Salad Introduction to Hong Kong | 2006



"This convenient fresh, restaurant offers a sharp approach with toppings imported daily from Australia and America. With innovative toppings ranging from octopus to flax seeds, the choices offer immense variety for the customer."

A magazine spread from U Magazine. The left page features a large image of a salad bowl with various toppings. The right page contains text and smaller images related to Just Salad's introduction to Hong Kong.



## Salad Match, a Dating Portal for Lusty Lettuce Lovers

Publication: QSР Magazine.com | Article: Grab Lunch, Love at Just Salad | website: [http://newyork.grubstreet.com/2010/07/salad\\_match\\_a\\_dating\\_portal\\_for.html](http://newyork.grubstreet.com/2010/07/salad_match_a_dating_portal_for.html)

Date: September 2010

The screenshot shows a news article from Grub Street New York. At the top, there's a navigation bar with links to NEW YORK, NYMag.com, Grubstreet.com, and various city pages (NYC, LA, SF, Chi, Phi, Bos). Below the header, there's a search bar and a "TOP STORIES" section with two items. The main headline reads "Salad Match, a Dating Portal for Lusty Lettuce Lovers". Below the headline is a small image of a red heart with the words "salad match" on it. The article text discusses the launch of Salad Match by Nick Kenner and Rob Crespi, comparing it to Jamie Oliver's foodie dating site. It details how users enter their preferences and upload photos to find matches. A sidebar at the bottom right contains a quote from the article.

Four years ago, New York ran an item on “the rise of a lettuce-based midtown meat market,” about the dating scene among finance post-grads at Just Salad. Now Nick Kenner and Rob Crespi have gushed one female customer, have launched a dating portal that lets you cruise for fellow leaf lovers and get together for some romantic salad tossing. Kind of like Jamie Oliver’s foodie dating site! It’s called Salad Match. Singles enter their favorite toppings, dressing, and even their chopping, bread, and recycling preferences, and then upload a photo. When we entered some random information (we love string beans, lemon juice, reusing our bowls, and “watching carbs”!), we got four matches (one over a 10 percent match) — including a woman who described her “ideal salad soulmate” as “someone who loves salad but cheats sometimes!!!” Another said her salad soul mate is “veggie centric but not meat averse and ... likes walks, picnics, and bike rides.” Fit as they looked, none of them really “bowled” us over — har har. As for the dudes, one said his salad soul mate is simply “hot,” and another is looking for “someone who runs with the pack but doesn’t like taking orders from an Alpha Male.” Hey, if Whole Foods can be a pickup spot, why not Salad Match? At least you know you won’t get taken for a \$40 steak on your first date.

Hey, if Whole Foods can be a pickup spot, why not Salad Match? At least you know you won’t get taken for a \$40 steak on your first date.





**Just Salad**  
**New York, NY**  
**Phone: 212 244-1111**  
**Fax: 212 355-5806**  
**Media inquiries: [comments@justsalad.com](mailto:comments@justsalad.com)**  
**Franchise inquiries: [franchise@justsalad.com](mailto:franchise@justsalad.com)**

**Disclaimer**

This information is not intended as an offer to sell, or the solicitation of an offer to buy, a franchise. It is for information purposes only. Currently, the following states regulate the offer and sale of franchises: California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Oregon, Rhode Island, South Dakota, Virginia, Washington and Wisconsin. If you are a resident of one of these states, or a country whose laws regulate the offer and sale of franchises, we will not offer you a franchise unless and until we have complied with applicable pre-sale registration and disclosure requirements in your jurisdiction.