

Marketing Report: A Critical Analysis of Pret a Manger's failed attempt to enter the Shanghai market in 2018

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1. Case Background

1.1. Pret a Manger as a Business

Founded in London in 1986, Pret is a famous British fast-food and drink chain restaurant best known for its freshly prepared sandwiches, salads, soups, and organic coffee. All of which is made in on-site kitchens without any artificial or external preservatives. Pret positions itself as a premium convenience brand, and over the years, Pret has expanded internationally, having a presence in Europe (with 585 buildings), the United States (68 buildings), and Asia (50 buildings). Pret a Manger focuses primarily on offering environmentally conscious food to attract customers who are conscious of the environment and of their health.

1.2. Business Model

Pret adapted to a business model that focuses on sustainability and social responsibility. This was achieved through many side projects. This includes “The Pret Foundation,” which donates unsold food to charities. They also work with other organisations to feed and shelter homeless people. The combination of quality, convenience, and ethical practices has made Pret a recognisable global brand in the fast-casual dining sector.

1.3. Pret's Mission and Vision

Pret's Mission has been stated as “To serve freshly made food and good organic coffee, while also trying to do the right thing” (Pret a Manger, 2025), and its vision has been to spread joy at every interaction with the brand, by way of its cosy and friendly environment, as they stated. This is important to take into account because it shows that the whole message and purpose of Pret a Manger is to offer a naturally friendly service to its customers.

1.4. Pret a Manger Current Marketing (STP analysis)

To introduce the current marketing propositions in the present, we made use of the STP Model because it gives us a clear overview of their general focus.

1.4.1. Segmentation

Demographically, Pret's main focus that they search on their clients are Urban Professionals, Students, and Young Adults, ranging from 18 to 25 years. Moreover, their Geographic aim is towards Major Global Cities like London, New York, Hong Kong, and Berlin. All of this is being sold with a sustainable, healthy image to produce a focus on health-conscious consumers.

1.4.2. Targeting

Having a segmented market helped them to target their focus customers, achieving locations of high density like stations, and other financial districts. Additionally, adding loyalty apps and systems to strengthen consumer retention.

1.4.3. Positioning

Today, Pret is a known brand internationally, achieving its mission as a “Premium Fast Healthy Food cooked daily without conservants”. Also, it's been awarded as a green brand for its certificates on sustainability and ethics, having a final valuation of 1 billion euros with 717 stores across 19 different countries.

1.5. Case Failure: Failed attempt to enter the Shanghai Market in 2018

In 2014, the first Pret a Manager store in Shanghai was opened in the K11 mall in the centre of Shanghai, attracting office workers and professionals. The menu stayed true to the original menu in the UK: freshly made cold sandwiches, salads, and strong hot coffee. Pret did not stop its journey to Shanghai at just one store. After two years, in 2016, a second outlet followed in the Jing An Kerry Centre, which was a business district spot. Pret's idea was to replicate the model from London and Hong Kong in Shanghai. However, things were not going well. By late 2016, the first store was already underperforming. Pret decided to close it and relocate to the IFC mall in Pudong's financial district. The thought was that it would fit into a denser concentration of office workers. In spite of the adjustment, indicators of sales and foot traffic never recovered. Both of the stores were closed by December 2018.

1.6. Reason for this report

The purpose of this report is to reflect on the main problems that led to Pret a Manager's failure during its expansion into the Shanghai market, as well as bring up some recommendations that could've helped Pret expand successfully in Shanghai.

2. Marketing Models

In this Report, we decided to review it using the following models: 4Ps analysis, Pestle analysis, Macroenvironment, and the Model of Consumer behaviour.

2.1. 4Ps Analysis

In the case of Pret's expansion into Shanghai, the issues that affected performance are entirely concentrated within the original 4Ps (Product, Price, Place, and Promotion). There were no serious problems related to People, Process, or Physical Evidence in the Shanghai stores. Because these additional elements were not the cause of Pret's challenges in

Shanghai, this analysis focuses only on the 4Ps that contributed to the brand's failure to achieve local market acceptance.

2.1.1. Product

Pret emphasises the use of natural ingredients and advertises that its sandwiches are made on the day of purchase in a kitchen at each location (with the stated exception of a few small outlets). Food left unsold at the end of the day is collected by charities (Pret A Manger, n.d.-b). They also offer organic milk and coffee (Pret A Manger, n.d.-b), stepping into the growing consumer demand for healthy and ethically sourced products. This model is consistent across all Pret markets, including Shanghai.

However, this core product offering clashed with local expectations. Multiple reports highlight that Chinese consumers generally prefer hot, freshly cooked meals for lunch rather than cold sandwiches, which are often perceived as snacks (China Daily, 2014). When Pret opened in Shanghai, the menu remained heavily Western, offering mostly cold sandwiches and salads with only limited localisation (China Daily, 2014). This created a functional mismatch between Pret's product and what most local consumers wanted.

Even though Pret conducted market consultations before entering Shanghai, its final product lineup did not differ significantly from the UK model (China Daily, 2014). As a result, Pret's menu did not match the everyday lunch habits of Shanghai office workers, limiting repeat visits.

2.1.2. Price

Pret positions itself as a premium quick-service brand, and its pricing reflects costs associated with fresh production and higher-quality ingredients (Pret A Manger, n.d.-b). In markets like London or New York, customers accept this premium in exchange for speed and convenience.

In Shanghai, however, the same pricing strategy created a clear value mismatch. Research into Western fast-food restaurants in Shanghai shows that Perceived Price positively affects customer satisfaction and is a critical factor in the judgment of quality (Zhong & Moon, 2020). Local competitors offer substantial, hot meals for lower prices (Mordor Intelligence, 2025). Shanghai consumers evaluate price relative to satiety, warmth, and portion size, not just ingredient provenance. Pret's quality emphasis did not resonate strongly enough to justify the price when the food was perceived as less substantial and, crucially, cold (Tan, n.d.).

As a result, consumers perceived Pret as overpriced rather than premium. This perception quickly reduced trial and limited customer loyalty. Without modifying its menu to match local

value expectations, Pret's pricing strategy directly contributed to low transaction volume and weak market traction.

2.1.3. Place

Pret's global expansion strategy prioritises high-traffic commercial locations, particularly near offices and transport hubs. This approach looks good, as it matches its target market of busy people who need a convenient meal.

To target the office workers in Shanghai, Pret followed a city-centric approach by opening stores in premium locations like Shanghai's K11 mall and Jing'an Kerry Centre. They chose an urban district characterised by three main components: prestige, affluence, and density. The places where the most money is exchanged, both in terms of business deals and consumer spending, make the rent very expensive. Although both locations offered affluence and visibility, they catered primarily to shoppers and tourists rather than the consistent weekday office crowd that drives Pret's performance in markets such as London, New York, or Hong Kong.

Operating only two stores in a metropolitan area of more than 25 million residents severely restricted Pret's brand presence and supply-chain efficiency. The company itself noted that this limited scale weakened its market viability (China Daily, 2014). When combined with the high rent costs and low repeat customer traffic, the location ultimately turned into a structural weakness instead of a competitive advantage. In contrast, Hong Kong's high-density subway system, along with its cultural similarities to Western food, made it a great environment for Pret's business model.

2.1.4. Promotion

First, Pret has historically relied on minimal advertising, placing greater emphasis on brand reputation and in-store experience. While this type of strategy can work well in cities where Pret is already well-known, it doesn't help when there are many other brands that are competing in the marketplace and have created large digital ecosystems, like in Shanghai.

Secondly, in Shanghai, Pret failed to build a long-term brand due to its wrong "healthy and ethical" value proposition. They depended so much on their brand that they did not put much effort into promotion. They did not make advertisements for the stores in Shanghai or create and circulate culturally related posters. To conclude, Pret failed to create a strong promotional campaign to increase awareness of their premium pricing, which eventually resulted in Pret having a small customer base and low brand loyalty.

2.2. Macroenvironment Analysis

Pret a Manger's Shanghai exit was equally influenced by macroenvironmental factors, which demanded more globalisation than Pret provided (Gouk, 2018; St. Cavish, 2018). These uncontrollable components at societal levels exposed weaknesses in Pret's strategy, leading to its 2018 closure after initial optimism.

2.2.1. Demographic environment

The demographic environment in Shanghai, with a high quantity of office-based population and young people (urban Millennials and Gen Z), presented broad opportunities. However, those opportunities required tailored approaches (The Drum, 2022). Pret was initially targeting this demographic but overlooked generational preferences for experiential authenticity. This isolated segment prioritises lifestyle integration over imported novelties. Pret's uniform model ignored segmentation by life stage, which Shanghai's diverse demographics across China's 1.4 billion people demanded.

2.2.2. Economic environment

From 2014 to 2018, the population of Shanghai, particularly the urban middle-class and office workers, got familiar with Western-style cafes. Shanghai accounted for almost 20% of China's total coffee consumption (Statista, 2022). On average, local customers spent 20-35 RMB per visit in cafes and 15-25 RMB in local chains and convenience outlets (China Briefing, 2022). Despite the rise of incomes in Shanghai, consumers preferred the value-for-money perception over premium Western offerings, remaining price-sensitive. Economically, Pret's high-cost products were rarely chosen compared to local competitors.

2.2.3. Natural environment

The natural environment in Shanghai was not a primary factor, but it intersected with Pret's "healthy and ethical" ethos. This meant potentially raising costs through natural ingredients and sustainable sourcing within global trends, like raw material shortages or pollution concerns. Pret's failure to leverage economic regulations also played a role in its problems. (The Drum, 2022).

2.2.4. Technological environment

WeChat, one of the technological advancements in China's digital ecosystem, meant for ordering food, was underutilised by Pret. Missing modern integration in a technological aspect (Gouk, 2018). In this world of rapid technological changes, quick adaptation is needed to avoid obsolescence, as ignoring tech leads to decline. Pret overlooked one more platform, named Weibo, which was used by successful brands for promotion.

2.2.5. Political environment

Despite Shanghai's open and helpful environment for foreign brands (over 38,000 enterprises in 2020), indirect barriers like import tariffs on fresh goods increased expenses (St. Cavish, 2018; The Drum, 2022). In 2018, the average import duty + VAT on the kind of fresh, premium, Western ingredients Pret relied on was 25–38% on top of the original cost price. Food safety regulations posed no direct issue. However, the political landscape favoured localised partnership, which Pret did not adhere to, which influenced success.

2.2.6. Cultural environment

Culturally, Pret failed to meet the needs of local people. People who tend to prefer communal hot meals instead of Western-style cold offerings (Gouk, 2018). Pret's failed adaptations to blending global and local flavours, which ethical consumerism trends require, alienated consumers (The Drum, 2022)

2.3. PESTLE Analysis

The reason we chose the PESTLE analysis is that it helps to better understand the external factors that have an influence on Pret's performance and strategy in different markets. It provides on how political, economic, social, technological, legal, and environmental conditions can affect the company's ability to grow, adapt, and compete in a hostile environment. Especially when entering Shanghai.

2.3.1. Political Factors

Pret operates in multiple international markets where political stability and regulation affect its growth strategy. In Shanghai, strict import regulations, food standards, and bureaucracy mean that there are constraints and costs to importing products, as Pret imported more than 30% of ingredients. They had difficulty importing ingredients needed for menu consistency, which increased costs and complexity.

Pret did not create joint ventures with local partners as other competitors (KFC, Starbucks, etc), which mitigated their ability to make an impact or adapt to the market. Combined with high import costs and local regulation barriers, Pret's political footing in Shanghai remained weak.

2.3.2. Economic Factors

Pret's elite pricing works well in cities with high disposable incomes, such as London and New York; however, in 2018, residents had an annual disposable income of around 64,183 yuan, with only 12,000–13,000 yuan typically spent on food each year. This meant consumers were sensitive to price, especially for everyday meals. Importing products also left the company exposed to inflation and currency fluctuations.

Some digital services have been rolled out by Pret to counter this negative effect, such as mobile orders and coffee subscriptions. Future improvements in performance internationally will require Pret to alter pricing and develop local supply chains that lessen costs and fit with local spending patterns.

2.3.3. Social Factors

Variations in culture adversely impacted Pret's ability to penetrate the Chinese market. Local consumers prefer eating socially and hot cooked meals as opposed to Pret's offer of cold sandwiches and "grab-and-go" services.

Albeit with the worldwide demand for organic sustenance supporting the company in its position, health in the eyes of the Chinese consumer is balanced, and pertains to hot meal products. The unadaptable offerings proved foreign and of little appeal, without incorporating cultural eating habits into pricing and menus.

2.3.4. Technological Factors

Pret's operations depend on technology for efficiency and engagement. Its daily in-store preparation benefits from real-time logistics and forecasting tools. In the West, Pret uses mobile apps and subscription services to induce "loyalty". In Shanghai, Pret failed to capitalise on popular digital services, including Meituan and WeChat. Future expansion must take into account digital environments and delivery platforms in local markets, which will enhance accessibility and relevance of the brand and group in Shanghai.

2.3.5. Legal Factors

Pret must comply with Chinese regulations, such as safety, hygiene, labour laws, and product labelling. In Shanghai, its rules are very complex for foreign companies to maintain stability and consistency while also keeping up with their traditional standards.

Pret is heavily reliant on local ingredients, which will inevitably become a challenge in Shanghai's economy. It's also worth mentioning that data privacy and consumer protection have become much stricter worldwide, which requires Pret to adapt to its digital systems, especially with subscriptions and with delivery app-based services.

2.3.6. Environmental Factors

Pret's brand image and title are about sustainability and environmental responsibility. Pret promotes recyclable packaging, to not waste and reduce food, and to use ethically sourced ingredients.

However, expanding internationally (particularly in Shanghai) eventually increases carbon emissions through long-distance supply chains and imported goods. To localise and Importing products to Shanghai would drastically enhance Pret's "green" reputation.

2.4. Model of Consumer Behaviour

We chose the model of consumer behaviour because it explains how customers think, feel, and act when interacting with a brand. It tells us how consumers make decisions, from noticing a product to evaluating after use. We chose it because Pret's main revenue operation is based on consumers' decisions to purchase their food.

2.4.1. Stimuli

Pret attracts customers through clean, minimalist branding, transparent packaging, and the smell of freshly brewed coffee and food. The store layout shows the freshness and speed, while their ethical messaging reinforces trust with the customer. Together, these details make the brand stand out and feel reliable to a busy, urban population. But Pret failed in Shanghai because of this kind of "Western-style" branding, the cold sandwiches and salads didn't fit the local taste of Hot, freshly made meals. Their premium pricing also felt too high compared to local cafes, which offered cheaper options. These factors spearheaded the eventual withdrawal from Shanghai.

2.4.2. Psychology

In Pret's offerings. Many customers associate Pret with fresh, high-quality food, which usually fits well with busy lifestyles. These perceptions create a positive impression of the brand. Unlike in Shanghai, consumers' preferences highly differed from Pret's typical consumer base. Many consumers didn't strongly value Pret's positioning and instead preferred warmer, more localised meals and more affordable options. Because of this, the Chinese consumers perceived Pret as a less relevant brand, which weakened the brand.

2.4.3. Decision

At Pret, the combination of attractive stimuli and positive consumer perceptions leads to repeat purchases, frequent visits, and word-of-mouth promotion. Reinforcing the brand's strong market presence. Unlike in Shanghai, Pret's decision stage was weakened because the consumers did not develop a strong loyalty to the company despite their offerings. The brand failed to connect with local tastes and preferences, leading to fewer purchases. On top of that, there were many competitors in the market that offered better services than Pret. All of these situations led the way for the eventual withdrawal from Shanghai.

2.5. Threats

Unlike Pret A Manger, which only sold cold sandwiches and was mostly a Western lunch concept, its major competitor, Starbucks, became compatible with Shanghai's culture. They adapted and made: customizable drinks, hot beverages, sweet flavours popular with Shanghai's consumers, and seasonal items that were related to Shanghai. In addition, Starbucks entered Shanghai the year 2000, fourteen years earlier than Pret. By the time Pret A Manger entered the market, Starbucks stores were everywhere. Shanghai's taste profile was also mastered by Starbucks. By the time Pret arrived, Starbucks was offering: matcha drinks, red bean flavours, Asia-exclusive teas, localised pastries, and seasonal collabs (Chinese New Year).

If we want to compare Pret A Manger and Luckin Coffee, we have to keep in mind that Luckin was built for the Chinese market, and Pret was imported into it. Luckin not only had hot drinks, but its menu was tailored to the Chinese habits. Luckin was basically a tech startup disguised as a coffee shop. In Shanghai, it already dominates: WeChat Mini Programs, Alipay payment, app-only ordering, app-only discounts, QR pickup, and so on.

3. Recommendations

3.1. Expansion of Locals

Expand the number of stores they opened. For a successful expansion into a foreign country, it's recommended to start with 4-5 stores in districts that are tourist-populated. In that way, Pret could have made outstanding marketing by receiving a positive initial impression from tourists who went there to eat. The recommended districts that Pret could have taken into account are mainly located near universities and stations, similar to the method they successfully applied in Hong Kong. The initial decision of locating in highly dense zones (excluding premium spots) could have given them enough image for consumers. Moreover, cause many tourists and students have more international

contextualization, the constant customers would have given Pret a solid way of trust among Shanghai locals

3.2. Diversification of Products

A change in Pret's goods could extend to making an exclusive menu exclusively for the zone of Shanghai. In that way, they could show they have a good cultural understanding and offer a wide range of products that are appealing to national residents (and also something new for tourists). New food like Drunken Chicken, Smoked Fish Slices, Cold noodle bowl, traditional cold salads, and even the consideration to expand to warm foods to expand the product offering in comparison with its competitors. This method was implemented by many competitors like Starbucks, with its "Green Tea Frappuccinos" launched in 2017, or McDonald's with its Rice Burgers in 2005. In addition, Pret has already done it with many of its locals, the most important one being Hong Kong, with its introduction of warm plates and a culturally adapted noodles menu.

3.3. Increase Advertisement:

For promotion, Pret could have gotten more into the production of ads and posters that were culturally related to Shanghai; their trust in the international image made the marketing campaigns very lazy. Some assimilating advertisements to combine Shanghai's unique environment could have been a significant advantage to be recognised easily by locals and tourists. Ideas for the promotion could have mimicked other decisions for other businesses, trying to maintain a non-invasive aesthetic while maintaining Pret's main message.

4. Conclusion

We need to acknowledge that Pret's success in other oriental markets like Hong Kong, Delhi, or Singapore was mainly because they are locations where food was more open and internationalised among locals and tourists. Thus, it gives a good head start and freely depends on its international environment. However, Shanghai is considered a complex continental metropolis in which food habits are strictly fixed, and there is widespread distrust of international brands. Pret could have taken into account many factors that boost it to have a more positive welcome from the customers. Unfortunately, Pret trusted too much in its international image and didn't make any attempt to consciously enter the Shanghai market. This was the main reason why they needed to tragically close their doors in 2018. Pret a Manger's failed entry in Shanghai is nothing more than a lesson to engage correctly and actively in a cultural zone that is undiscovered for them.

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