

SWEETGREEN CAMPAIGN PROPOSAL

MPMC 705: Innovations in IMC
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Proposal Synopsis

Sweetgreen opened its doors in Washington, D.C. in 2007, quickly growing into one of the most beloved salad chains in metropolitan areas across the United States. The chain's ability to offer a certain lifestyle through salad has created a loyal, cult-like following, similar to brands like Apple, Soulcycle, and Harley-Davidson. The company has maintained a captive audience by keeping up with trends — from hosting an annual music concert known as the Sweetlife to advertising its local, organic offerings in natural-looking stores.¹ In 2013, the company launched a mobile application designed to build loyalty and decrease wait lines, which was a smart move as mobile ordering will be a \$38 billion dollar industry by 2020.² Wanting to remain ahead of the curve, the brand decided to go cashless in 2017, which was meant to increase efficiencies, decrease the chance of robberies, and eliminate any hygiene issues that stem from handling cash.³

Currently, 40% of fast casual consumers indicate that they would prefer to pay with their phones.⁴ Furthermore, over 80% of urban millennials report having visited a salad/bowls/wrap fast casual restaurant in the last three months, indicating an audience that is captivated and more likely to download a mobile application.⁵ As Sweetgreen moves to non-cash payment options, there is a business opportunity for the brand to execute a digital marketing campaign to upsell its mobile application as an alternate payment option. Through increased use of the mobile app with its core audience, Sweetgreen will be able to collect customer data that will allow for a more personalized experience and increase customer retention, and ultimately, drive sales.

Goal

The goal of the 6-month campaign is to increase total transactions via Sweetgreen's app from 33%⁶ to 50% within our target audience of urban millennials in the cities in which we have stores. The campaign objectives are as follows:

- Achieve a 30% lift in awareness of the mobile application within the brand's target segment.
- Increase Sweetgreen app installs by 20% among the brand's target segment.

The integrated digital marketing campaign is designed to help increase mobile application downloads that will streamline the ordering process and decrease long wait lines. With Sweetgreen going cashless, the mobile application will provide an additional payment method. Success will be measured by an increase in mobile application downloads and an increase in transactions that occur via the app. In addition, a 20% increase in mobile downloads by urban millennials will be considered successful, as well as a 17% increase in total mobile transactions.

Rationale

Target Audience: Mid- to upper-income urban millennials who support healthy eating, sustainability, and making a positive impact on the environment

Our target audience of urban millennials care about healthy eating and real, natural food. To our target audience, ordering at Sweetgreen signals more than a lunchtime craving, but a wider dedication and passion for sustainability and positive impact. Using Facebook Ads Manager, we measured a target audience reach of 14 million millennials in the cities in which we have stores.

Through the campaign, we will deliver the brand message of passion and purpose by inviting our target audience to join the Sweetgreen community. The campaign message will be **“Real food so you can make real impact.”** The main call-to-actions for the campaign will be:

- Call-to-Action to New Users: Download the Sweetgreen app for exclusive opportunities and discounts.

¹ <http://www.businessinsider.com/how-Sweetgreen-turned-into-a-cult-brand-2016-5>

² <http://www.businessinsider.com/mobile-order-struggles-at-starbucks-shake-shack-2017-3>

³ <https://www.fastcompany.com/3061731/Sweetgreen-is-going-fully-cashless-in-2017>

⁴ <https://www.franchisehelp.com/industry-reports/fast-casual-industry-report/>

⁵ <http://academic.mintel.com/display/820863/>

⁶ <https://www.fastcompany.com/3061731/Sweetgreen-is-going-fully-cashless-in-2017>

- Call-to-Action to Returning Users: Real food has never been so easy. Hit the Sweetgreen app today for exclusive salad releases.

Platform: Ads will be placed on digital platforms that urban millennials primarily use

1. Social Media Channels:

- **Instagram** will be a primary platform for raising awareness because of its strong urban millennial user base — 55% of all online 18- to 29-year olds in the U.S. use Instagram and more urban dwellers than suburbanites⁷. Instagram users are guaranteed to be on a mobile device with focused, undivided attention for seeing ads, making them more likely to tap the “install” button for app download. In addition, food photography is one of the most popular categories on Instagram with 3 million geo-tagged food posts⁸. Proliferation of foodie culture and visual storytelling on Instagram provide a great opportunity for Sweetgreen to raise awareness to food lovers through sponsored ads and influencers.
 - Tactics & Assets Needed:
 - a. Sponsored ads in the feed for increasing app downloads
 - 1 Photo Ad - highlighting the seasonal salads/Sweetgreen branded clothing with promotional discount – ‘Download app’ call to action
 - Asset: 1 photo, 1200 x 627
 - Carousel Ad - highlighting the seasonal salads/Sweetgreen branded clothing with promotional discount - ‘Download app’ call to action
 - Asset: 3 photos, 1200 x 627
 - 1 Video Ad - interviews with local celebrity chef partners on their exclusive salad for Sweetgreen
 - Asset: 1 30ss video, mp4 format, 720p resolution
 - Instagram Stories/Videos on Sweetgreen’s Account
 - Asset: Weekly Instagram stories editorial calendar and content plan
 - b. Instagram Influencers (food bloggers in the targeted urban cities) with 2 influencers per major market (DC, NYC, Philly) and 1 for each of the remaining markets (Boston, Chicago, LA, Bay Area). We’ll empower each of these influencers to use word of mouth marketing for increasing app downloads.
 - Example of D.C. influencer: @districteats, 38.7k followers on Instagram
 - Influencer to post 2 times a week, every week for 12 weeks
 - Asset: Photos are taken at the Influencers discretion but must be confirmed by Sweetgreen before being made public
 - c. Celebrity chef partnerships
 - @ErikBrunerYang - D.C.-area chef with 5 local restaurants, 5k followers on Instagram & 1.2k followers on Twitter
- **Facebook** is the platform for creating a Sweetgreen lifestyle community for our urban millennial target audience. 82% of online adults ages 18 to 29 and 81% of adults living in urban areas use Facebook⁹. While Sweetgreen is all about the committed customer base and creating the feeling of being a part of the community, Facebook is a platform to foster connections with the Sweetgreen community on its local Sweetgreen store Facebook Pages for raising awareness of menu items and the Sweetgreen app.
 - Tactics:
 - a. Facebook Sponsored Posts – Targeted to our audience in urban areas of top markets and engage a conversation about the Sweetgreen app
 - i. Asset Specs: Pre-approved posts, 2 times a month throughout campaign
 - b. Facebook Carousel Ads
 - c. 30ss video highlighting the exclusive celebrity chef salad

⁷ <https://blog.hootsuite.com/instagram-demographics/>

⁸ <https://www.business.com/articles/food-photo-frenzy-inside-the-instagram-craze-and-travel-trend/>

⁹ <http://sproutsocial.com/insights/new-social-media-demographics/>

Since the audience may be more likely to respond and engage with content they seek, paid search keywords will allow the audience to put Sweetgreen in their consideration set when they search for lunch or dinner options.

- Tactics:
 - a. Adword/Bing: Paid keywords including 'Sweetgreen,' 'lunch,' 'lunch near me,' 'healthy lunch,' and 'salad'
 - i. *Asset Specs*: List of desired keywords
 - b. App Store: Paid search promotion of Sweetgreen's app based on keywords of 'food,' 'takeout,' 'healthy living,' 'salad,' and 'lunch near me'
 - This is the primary place where people come to find apps — over 65% of downloads come directly from a search in the App Store¹⁴
 - More than 50% of people who tap on a Search Ad go on to download the app. The average cost per install of a Search Ad is \$1, which is nearly one-fifth cheaper than other types of app-install ads based on industry standards.¹⁵
 - *Asset Specs*: List of desired keywords

3. Owned Media Channels

The following owned media channels will be used for promoting the Sweetgreen app to our existing loyal customers and encourage them to continue making a positive impact by ordering through the app:

- Sweetgreen Website - Promote mobile ordering
- Sweetgreen App - Exclusive, regionalized releases of new salads created by celebrity chefs, through app download
- Sweetgreen Blog - Continue to publish multimedia content around Sweetgreen's content
- Sweetgreen E-mail - Incentivize ordering through the app

Metrics

The metrics chosen for the campaign serve two purposes: (1) to track the individual impact of channel tactics for optimization, and (2) to measure the goals and objectives set forth for the campaign: an increase in app downloads, app awareness, and ultimately use of the app for purchasing Sweetgreen. These metrics will help us understand the overarching program by seeing which channel drives the most traffic to the mobile app download. This will allow us to learn which channel is most effective for campaign optimization in order to gain a greater reach, and ultimately more downloads and use of the mobile application. Within each overarching segment, we will track:

- **Social Media (Facebook, Instagram, Snapchat, Youtube, Twitter):** Engagement metrics on each platform, and track the traffic of social media to the mobile app download. Use of bit.ly links and promo codes will allow us to track performance by channel and tactic.
- **Banner Ads:** Click through rates and conversion rates will help analyze if banner ads on desktop, mobile, and even within the app store are driving awareness and traffic.
- **Mobile App:** Number of app downloads and total number of transactions of conducted via the mobile app.

Below is a complete list of metrics that we will track by channel to measure performance and use for campaign optimization.

¹⁴ <https://searchads.apple.com/>

¹⁵ <http://www.adweek.com/digital/apples-3-month-old-search-ads-are-generating-conversion-rates-higher-50-175364/>

Display Ads

- Open rate
- CTR
- Conversion rate

Ad Words

- Branded search terms

YouTube:

- Video completion rates
- Website clicks

Mobile App:

- Views on app store
- New downloads
- Mobile app transactions

Twitter:

- Engagement
- Mentions
- Retweets
- Likes

- Hashtags

Snapchat

- Sponsored Ads:
 - Reach
 - Shares
 - Views
 - Screenshots
 - Comments
- Geo-filters:
 - Plays/Play time
 - Views
 - Unique reach

Instagram

- Referral traffic
- Likes
- Comments
- Click through rate
- Shares
- Hashtags and product tags

- Stories replies and exits

Facebook

- Reach
- Likes/Reactions
- Shares
- Engagement (Comment)
- Follower growth
- Video views

Sales and Donations:

- Sales of online shop merchandise through the app
- CSR program (increase of donations)
- Use of 50% off coupons and other incentives

Two industry benchmarks that will help us measure our campaign against are as follows:

- Google Ads, the average cost per click is \$3.77, the average click through rate is 2.40%, and the average conversion rate is 5%.¹⁶
- For Facebook Ads the average cost per click is \$3.08, the average click through rate is .62%, and the average conversion rate is 9.96%.¹⁷

In looking at benchmarks specific to the fast casual industry, desktop and mobile completion rates are at 79%. Mobile CTRs are higher than desktop at 0.4% compared to 0.2%. For the completion rate for ads, ads that had a shorter time of 15 seconds had a 74% completion rate compared to 30-second ads with a 56% completion rate.¹⁸

Creative Needs & Operational Implications

Overview: Starting in January, we will drive all our integrated efforts into incentivizing app downloads, so that we can increase mobile transactions from 33% to 50% in 6 months. We'll achieve this by creating region-specific campaigns via local Instagram influencers and local celebrity chefs strategically.

To execute the campaign, we will need to create digital assets for ads placed on mobile and desktop devices. We will need still images to be used across social channels and repurposed for banner ads. These images will be of the mobile application, exclusive salads from celebrity chefs, and of multiple locations in cities. We will also need to create a geofilter that is customized for each city. In addition to images, the campaign will require creation of 30-second and 10-second video ads that can be used for YouTube pre-roll and Snapchat Ads. We will also need print items for in-store promotional materials of the mobile application to ensure consistency in messaging. We will work with an agency to create the digital assets.

- **Influencers** - Sign standardized contracts for each of influencer, including ownership and dissemination of content. All content that the influencer puts out on behalf of the brand must be

¹⁶ <http://www.wordstream.com/blog/ws/2016/02/29/google-adwords-industry-benchmarks>

¹⁷ <http://www.wordstream.com/blog/ws/2017/02/28/facebook-advertising-benchmarks>

¹⁸ http://content.tubemogul.com/rs/453-JFP-852/images/Fast%20Casual%20Vertical%20Report.pdf?_ga=2.91351834.1807355222.1494192758-776083649.1494192758

approved by Sweetgreen, so the creation and production of all media requires built-in lead time. Will also need to ensure each of the influencers are thoroughly vetted beforehand.

- **Chef Partnerships** - Add an addendum to existing celebrity chef partnerships to include one promotional post on the chef's social platforms about the use of the app for ordering the exclusive salad in DC, NYC, Boston, and Philly.
- **Targeting** - Geotargeting in specific target markets means an understanding of the local market environment at all times. Since media assets will be specific to the local chef and the salad in that market, then the production of each of the content piece needs to be done for each market and not all of it can be repurposed across markets.
- **Costs** - Will need to have funds set aside in the case of unexpected costs and additional agency fees

Rollout:

This campaign will roll out primarily on digital channels for awareness and conversion. The media mix will allow for more flexible ROI analysis and quicker, data-driven budget allocation.

1. Pre-Campaign – Ramp up the exclusive offerings that are available via the app by creating more unique opportunities that come from the app, and incentivizing repeat usage from those who already have it downloaded. Examples of exclusive app content include:
 - a. Access to local celebrity chef-designed salads before they're available at storefronts
 - b. Video content around Sweetgreen's employees, founders and the celebrity chef partners
2. Launch Campaign - Once the revamped app and website are live, we'll push go on our top-of-the-funnel marketing efforts that raise awareness for 2 months. They will continue throughout the duration of the campaign, but resources will be allocated to focus more heavily on conversion opportunities after the 2 month mark. Some of the core awareness channels include:
 - a. All social media efforts – FB, IG, Snapchat, Twitter
 - b. In-store promotional
3. Midway Campaign – Further into the campaign, we'll allocate more resources towards empowering the influencers and celebrity chefs to engage their followers. This means we will put more funds towards conversion opportunities while scaling back some of the original awareness channels, although not eliminating them completely. These conversion-focused channels will build on the campaign launch channel and include:
 - a. All social media efforts - FB, IG, Snapchat
 - b. E-mail
 - c. App Store
4. Campaign Finalization – In the last 2 months of the campaign, we'll increase the value of the promotional opportunity and allocate funds towards the channels that are operating most successfully.

Timeline

Campaign Calendar										
	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18
Creative										
Creative Brief										
Creative Development										
Media Planning & Buying										
Digital										
App/Site			Update App/Site							
Email					2x per Month	2x per Month	2x per Month	2x per Month		
Facebook				Sponsored Ads & Carousel Ads						
Instagram				Sponsored Ads & Carousel Ads						
Twitter				Sponsored Tweets						
YouTube					CSR Pre-roll ads					
Snapchat				Geofilter		Geofilter		Sponsored Ads		
App Store								App Store Push	App Store Push	
AdWords				AdWords						
Programmatic Display Ads				Mobile and desktop display ads						
Influencers				DC + NYC	Philly	Boston	San Francisco + LA	Chicago + Philly	DC + NYC	
Celebrity Chefs		Finalize Chef Partners		DC + NYC + Philly + Boston - Exclusive			DC + NYC + Philly + Boston - Exclusive			
Test & Learn					Creative Tests		Airport Display	Merchandise		
Market Research										
Pre & Post Survey - Measure Awareness										
Campaign Optimization										

Competitive Landscape

According to the latest market study released by Technavio, the fast casual restaurant market in the U.S. is expected to reach \$66.87 billion by 2020, growing at a compound annual growth rate of more than 10%.

We chose Cava Grill and Chop't for the competitive analysis as they are the largest fast casual restaurants offering comparable healthy options and sourcing sustainable ingredients in cities with a Sweetgreen presence. Other rising competitors include Sweet Leaf, HoneyGrow, Fresh & Grow, and Just Salad.

Fast Casual Industry SWOT Analysis¹⁹




Strengths	Weaknesses
Smaller chains are able to invest in local food suppliers boosting the local economy and increasing demand in the restaurant industry	The fast-casual model can increase costs compared with other fast-food outlets forcing high prices or cuts into profit margins. Using fresh ingredients could also increase costs due to food spoilage
Opportunities	Threats
<ul style="list-style-type: none"> - Continued awareness of eating habits and their health implications encourages restaurant-goers to select non-processed foods - Strains on the economy 	<ul style="list-style-type: none"> - Traditional QSRs are providing healthier eating options. Ex: Chipotle announcing going GMO-free¹⁹ - Cava Grill just received \$30M in funding to expand into 3 new markets, including Boston, and expand presence in current markets including 7 new locations in NYC²⁰

Brand Comparison

Market Position	Strengths	Weaknesses
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¹⁹ <http://smallbusiness.chron.com/opportunities-threats-found-fast-casual-segment-restaurant-industry-15531.html>

²⁰ <http://www.nrn.com/finance/cava-group-receives-30m-new-funding>

	<ul style="list-style-type: none"> - Traffic rank of site as compared to others in industry = #298 - Much higher website engagement - 401K visits - Apple App Ranking = #140²¹ 	<ul style="list-style-type: none"> - Diversity of channels - Consistent brand voice - Sweetgreen in Schools program - company started - High Instagram engagement 1K plus likes/posting vs 225 average on others - CSR efforts and local food suppliers are displayed in their restaurants 	<p>Boston-area health code violations in 2016²²</p>
	<ul style="list-style-type: none"> - Traffic rank of site as compared to others in industry = #7,346²³ - 23.5K website visits - Apple App Ranking #200²⁴ 	<ul style="list-style-type: none"> - Innovative; using technology/sensors to maximize efficiencies - Exotic ingredients are “in” and Cava fits this trend²⁵ - CSR efforts and local food suppliers are displayed in their restaurants - chef-crafted dips and spreads are available at Whole Foods 	<ul style="list-style-type: none"> - Overwhelming menu - Instagram and Twitter only
	<ul style="list-style-type: none"> - Traffic rank of site as compared to others in industry = #1,324 - 67K website visits²⁶ - #138 	<ul style="list-style-type: none"> - 2016 organic marketing/sponsorship of 7 on 7 event was a success²⁷ - Famous chopping technique 	<p>Abrupt menu changes last summer to make room for seasonal dishes angered many customers²⁸</p>

Business Risks

- Working with social media influencers
 - Because Sweetgreen has not worked with influencers before, the company must take care to partner with individuals who reflect the brand’s values and personality and who are relevant for our target audience. It’s also important to find influencers who will be authentic in their posts about the company (while still staying on message). Disingenuous posts erode the trust that the influencer has built with his or her community as well as the trust that consumers have with the brand.²⁹
- Bad PR
 - Though the company’s rollout of its cashless stores has gone smoothly,³⁰ introducing a campaign that highlights the inability to pay with cash at Sweetgreen could lead to a belated backlash among a small but vocal set of customers who prefer paying cash for

²¹ <https://www.similarweb.com/app/app-store/594329490/statistics#overview>

²² <http://www.wcvb.com/article/another-boston-area-sweetgreen-shutdown-after-violations-found/8279811>

²³ <https://www.similarweb.com/website/cavagrill.com>

²⁴ <https://www.similarweb.com/app/app-store/730746089/statistics#overview>

²⁵ <http://www.lamag.com/digestblog/cava-grill-future-fast-casual-dining/>

²⁶ <https://www.similarweb.com/website/choptsalad.com#overview>

²⁷ <https://www.forbes.com/sites/katherynthayer/2016/05/18/chopt-salads-marketing-plan-grows-organically-with-help-from-its-in-house-artist/>

²⁸ <http://www.nydailynews.com/life-style/eats/salad-chain-chop-menu-creates-lunch-time-frenzy-article-1.2702959>

²⁹ <http://www.cmo.com.au/article/577875/how-engage-influencer-marketing-controversy-opportunity>

³⁰ <http://www.businessinsider.com/Sweetgreen-goes-cashless-2016-12>

budgetary or privacy reasons³¹ or who are concerned about the 7% of the U.S. population who are unbanked.³²

- Mobile order experience
 - Customers who use the app to order in advance and skip in-store lines have at times waited longer to receive their food than those who ordered at the store,³³ defeating the purpose of the mobile order option. Store operations will need to address service inefficiencies, particularly during the lunch and dinner rushes.
- Mobile payments
 - While experts believe digital payments are on the verge of becoming mainstream, currently only 19% of U.S. consumers pay in stores with their mobile phones — and only 16% use mobile payment apps by retailers and restaurants. Millennials are more likely to use mobile payments than the general population, at 28% for all mobile payments and 23% for mobile payment apps by retailers and restaurants.³⁴ But that is still a small percentage of the population. Sweetgreen’s goal of 50% transactions via their app may be seen as too ambitious to be attainable.
- Security issues
 - By increasing the number of consumers who download the app as well as increasing the number of app transactions, Sweetgreen becomes more vulnerable to security risks like data breaches and phishing scams. It’s imperative that the company make cybersecurity a top priority and communicate that message to consumers who may be worried about the safety of their personal data.

Pricing & Budget

The \$1.7 million budget for the campaign will be split among various channels as demonstrated in the table below. This campaign will be instrumental in creating efficiencies, collecting customer data, and driving revenue for Sweetgreen. The investment is necessary to drive a lift in awareness of the mobile application and, more importantly, its download. By increasing the use of the app, Sweetgreen will also be able to collect customer data and offer a more personalized experience to its customers, which will build brand loyalty and ultimately, revenue. Finally, by encouraging customers to order through the app, the investment in the campaign will decrease long wait times in the store, allow the company to explore in-store efficiencies, and increase the number of transactions during high-traffic hours like lunch.

Platform	Budget	Notes
Instagram	\$90,000	Broken into \$500/day for 6 months should result in a minimum of 50 app downloads a day (calculated using FB Advert Manager)
Facebook	\$90,000	Broken into \$500/day for 6 months should result in a minimum of 50 app downloads a day (calculated using FB Advert Manager)
Twitter	\$20,000	Sponsored tweets
Snapchat	\$100,000	For geofilters and 2 months of snap ads
YouTube	\$150,000	Budget is based on a \$0.10 CPV for 3 months
Creative	\$60,000	Creative budget was set at 5% of total campaign cost, includes in-store promotional items

³¹ <http://nypost.com/2017/01/17/this-is-even-more-annoying-than-cash-only-restaurants/>

³² <https://www.fdic.gov/householdsurvey/>

³³ <http://www.businessinsider.com/mobile-order-struggles-at-starbucks-shake-shack-2017-3>

³⁴ https://www.accenture.com/t20161013T024052_w_us-en_acnmedia/PDF-34/Accenture-2016-North-America-Consumer-Digital-Payments-Survey.pdf#zoom=50

Influencers	\$200,000	Budgeted \$20,000 per influencer
Programmatic Display Ads	\$150,000	For both mobile and desktop
AdWords/Bing	\$20,000	Paid keywords 'Sweetgreen' 'lunch' 'lunch near me' 'healthy lunch' 'salad' etc.
Paid Search in App Store	\$27,000	Budget based on \$1/install and estimating 150 installs a day for 180 days. Paid keywords 'lunch' 'lunch near me' 'healthy living' 'take out'
Local chef partnership	\$160,000	For addendum to existing chef partnership to help promote the app (\$40K per partnership in East Coast Market)
Marketing Incentives	\$50,000	Will include marketing incentives like 50% off dinner and other promotions
Market Research (Pre / Post Survey)	\$100,000	To be used to measure lift in awareness of the app amongst urban millennial audience
Test and Learn	\$100,000	Includes \$60,000 for 3 spectacular ads ³⁵ and \$40,000 for rest of test and learn agenda
Creative Agency	\$180,000	Creative agency fee is set at 15% of campaign cost.
CSR	\$150,000	This will be 1% of revenue generated from mobile application transactions in a 6-month period.
TOTAL	\$1.7MM	

Test & Learn

Recommended Test	Description	Learning Agenda
Merchandise offer	Test whether offering a clothing discount drives app downloads. If customers download the app, they receive a one-time discount on Sweetgreen merchandise purchased through the app. Test on Instagram.	Do app downloads increase with this offer compared to a more generic CTA without an offer? How many customers purchase merchandise through the app? Compare app merchandise sales with promo code to sales without promo code. If successful at generating app downloads and revenue, test on additional platforms like Facebook.
Airport display	Test whether airport display ads with Snapchat codes drive app downloads. Test in DCA, ORD, and PHL airports.	How many app downloads are a result of airport ads? What is customer acquisition cost compared to social media and digital ads? If successful at generating app downloads at a comparable CAC, test in additional airports in cities with Sweetgreen locations.
Creative	Test different creatives (static images, carousel images, video) with same call to action.	Which creative is most effective in generating app downloads? What is the optimal content type for engagement (which would indicate awareness)?

³⁵ <http://www.bluelinemediamedia.com/airport-advertising#rates>