



partnerships



Created in 1997 by Pret A Manger founder Julian Metcalfe, itsu is a unique retail / restaurant brand based on a ground breaking formula, ideally suited to franchising & partnerships.

itsu serves Asian inspired healthy dishes at lightning speed. Available self-service or to order, itsu is enjoyed by office workers, shoppers & tourists for take away and dine-in; morning, noon & night.

Much healthier than traditional fast food, the company offers exceptional quality & value across 74 UK sites, supported by a fast growing delivery & grocery business. Sales 2022: £91m.

itsu benefits from strong systems built over two decades. The company is now robust & ready to grow in new territories with carefully selected quality partners.

eat beautiful

eat beautiful

I first visited Tokyo in the winter of '94 and fell in love with the **harmony** and **precision** of the food; every bento box was a **work of art**.

If **beautiful food, fast**, was humanly possible, then Japan was leading the way and it's probably why nearly 100,000 people there are over one hundred years old.

I returned home determined to create a **new kind of food place**. I had no idea how hard it would be, but **itsu Chelsea, London** opened in 1997, **itsu Soho** a few years later, followed by **80 more** over the next 25 years.

beautiful food... beautifully done...

Most of our Asian-inspired '**health & happiness**' dishes are under 500 [good] calories and are packed with vitamins, fibre & protein; over a third are plant-based.

Every itsu has its own kitchen team making nutritious dishes which are **steamed** [not fried] and **made on the spot** with responsibly sourced ingredients.

We have a half-price sale every evening to tackle food waste and because **there is no 'planet B'** we will continue to pioneer sustainable solutions within itsu at every opportunity.

We pay our hard-working, proud, professional employees as much as we can possibly afford, rather than as little as we can get away with; **their careers, passion and sense of purpose** are vital to us all. They are our heart & hope for a bright future.

I promise we'll stay restless for another 20 years.

Julian Metcalfe

why eat beautiful?



the six itsu disciplines

1

deliver profit

- itsu's margins are driven by design, not luck.
- itsu's sales per square foot are amongst the highest in the business.
- itsu's high gross profit margins are assured by efficiency, design, value & loyalty.
- capex of £700k can deliver £2million of sales, can produce 50% gross profit & in some cases will pay back in less than one year.

2

worship simplicity

- itsu is simple by design which is infinitely superior to complex.
- complexity destroys harmony which is fundamental to a successful fast food business.
- itsu's design, menu, process and procedures revere efficiency, beauty & simplicity.

3

be creative

- itsu's dynamic and creative culture is a clear competitive advantage.
- ensuring itsu has proud leaders and engaged staff requires constant creative focus.
- our family trees, leadership structure and training are the result of 30 years experience.

4

innovation is key

- itsu creates the type of fresh food [almost] nobody else does on the high street.
- fresh Asian food is difficult to prepare and source; sushi rice is especially challenging.
- we embrace contemporary technology and put the consumer in control.

5

operational harmony

- the main impediment to building a profitable fast food business is maintaining strict operational harmony.
- itsu is an easy formula to apply and manage, compared to our competitors.
- simplification drives everything we do. Robots are extensively used to provide consistency & quality.

6

eat beautiful

- itsu creates light, healthy, Asian inspired goodness.
- all of our dishes are freshly made in store. The majority of dishes are under 500 calories.
- our menu is perfect for lunch & dinner with multiple price points: eat in, take away or via delivery.
- 1/3 of our menu is plant-based.

unique market position

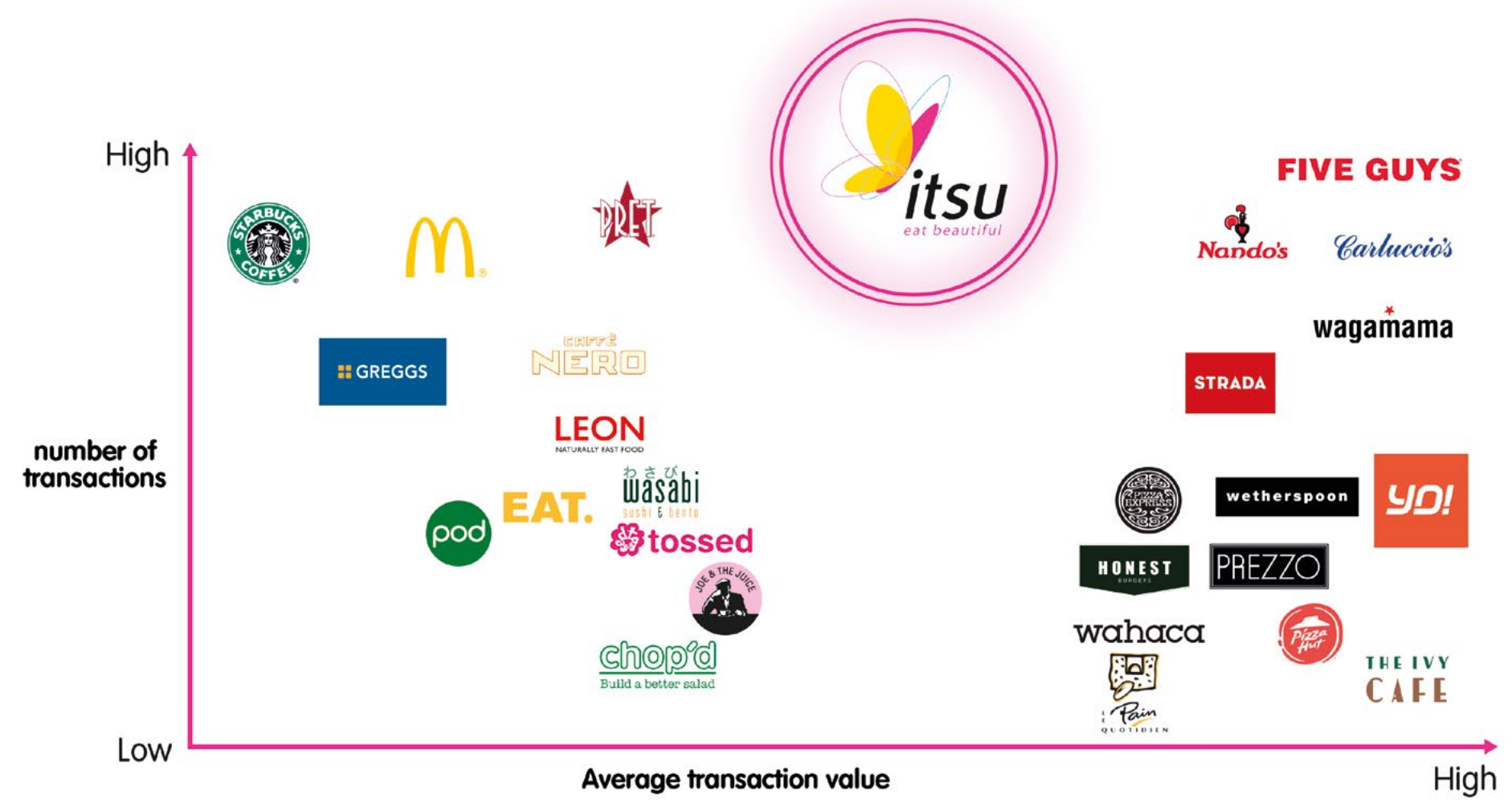


unique market position

itsu [meaning 'whenever' in Japanese] is uniquely placed being a healthy take-away and dine-in restaurant offering hot and cold food, day and night, [at lightning speed] with an average transaction value of just £9.50.

Unlike contemporary coffee, sandwich and salad places, itsu benefits from an evening business & home delivery, offering hot noodles, rice bowls and fresh sushi - in, out or online.

itsu combines a high number of transactions with a mid-market ATV, making it the perfect partnership model with high gross profit, simple operations, affordable capex & handsome return on capital.



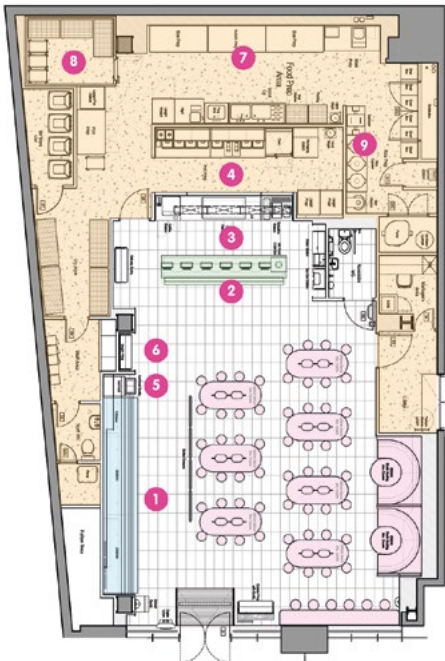
adaptable & profitable

two styles,
one formula...

- 1 Grab and go fridge
- 2 60 second service counter
- 3 Back counter and hot pass
- 4 Open hot kitchen
- 5 Self service gyoza
- 6 Recycling centre
- 7 Sushi/salad preparation
- 8 Cold room
- 9 Rice washing and cooking

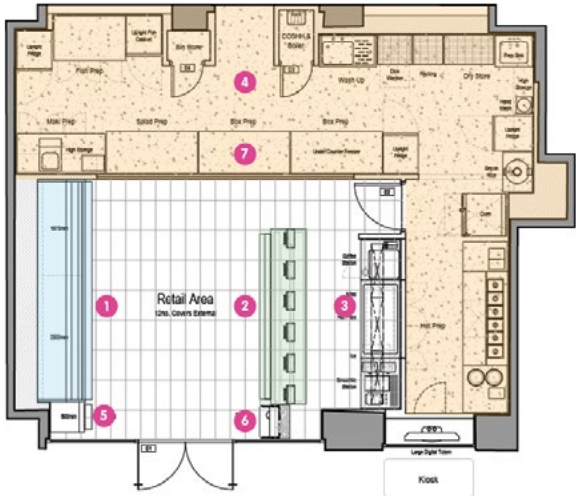
[cafe]

Major travel hubs, shopping centres,
high streets (400-4000sq.ft)



[mon-fri]

Business districts, office centres
& smaller formats (400-1800sq.ft)



...generating strong
gross profits

Itsu [Cafe]	
Weekly Sales	£35k
Cost of Food	25%
Cost of Labour	23%
Waste & Packaging	3%
Store Overheads	7.5%
EBITDAR	40.5%
Annual EBITDAR	£0.7m
Capex	£770k



return on investment

Our partners need [and deserve] excellent returns on their valuable capital. The itsu formula guarantees simple, consistent, operational excellence, the result of twenty years of development.

Unlike most partnerships/franchise operators, itsu does not rely on an 800 page manual to support managers, staff and customers. Research confirms these official ‘documents’ provide little support to operators on the front line.

Instead, itsu has developed branded video games, How To digital platforms and easy to use ‘Hazards & Butterflies’ to reward and motivate our partners, on a regular basis.

The itsu partnership model is contemporary, practical and dynamic, and it supports the sharp end of the business where the war to inspire customers is won and lost.

EXAMPLE		
itsu's Hazards & Butterflies – check sheet for managers, operations & QC team		
nature of alert & award	hazard rating	butterfly rating
health & safety failure to comply with allergen procedure failure to report food poisoning alert to itsu academy failure to achieve over 55% in itsu's standard quarterly H&S audit failure to perform basic food & hygiene training to all staff	△ △ △ △ △ △ △ △ △	over 75% 🦋
marketing failure to participate in itsu marketing campaigns display of marketing materials not approved by itsu	△ △ △	
finance failure to report as per operating manual	△	
operations offering non-approved menu items for sale failure to achieve 75% in itsu's mystery shopper weekly visit failure to maintain equipment & environment failure to deliver over 70% in food quality audit done quarterly failure to deliver grooming & uniform standards failure to deliver 70% in ops audit (cleanliness, specs, availability) done quarterly	△ △ △ △ △ △ △ △ △ △	over 75% 🦋 🦋 over 75% 🦋 🦋 everyone immaculate 🦋 over 75% 🦋
unit manager failure to achieve 75% in itsu's mystery shopper weekly visit failure to deliver over 70% in food quality audit done quarterly failure to deliver grooming & uniform standards failure to deliver 70% in ops audit (cleanliness, specs, availability) done quarterly	△ △ △ △ △ △	over 75% 🦋 🦋 over 75% 🦋 🦋 everyone immaculate 🦋 over 75% 🦋 🦋
commercial using non-approved ingredients	△ △ △	

adaptable & profitable



remarkable support

sourcing & supply

itsu's back of house systems & supply chain include the following:

- research & development
- in-house recipe development
- nutritionists support & in-house chefs
- in-house technical support
- sourcing Asian food, factory audits & negotiations
- warehouse management & logistics
- in-house design
- in-house purchasing team
- in-house logistics professionals
- itsu [grocery] research & supply

marketing & branding

consumer research, trend management & communication including the following:

- in-house digital marketing team
- in-house social media team
- in-house graphic design team
- in-house shop marketing team
- BOM development & campaigns
- major marketing campaigns
- TV advertising & paid influencers
- itsu [insider] campaign management
- paid social media campaigns
- pink card management

[for more details, see back of brochure]

its'made here

breakfast



sushi



dragon rolls



[hot] rice bowls



[hot] noodles



an average spend of £7

in or out · lunch · supper · delivery

salads



bao



[hot] gyoza



[hot] pot soups



delivery



what we do...

itsu's eat beautiful menu is made fresh in store, in absolute harmony with the space, equipment, staff skills and customer needs. Half the menu is sold hot, half is self-service. Dine-in sales vary according to location. itsu has developed hundreds of unique simple systems to support our partners.



super salmon light £5.29

sushi
from **£3.99**

sushi rice, sashimi grade Atlantic salmon, fresh nutrient packed avocado



chicken teriyaki rice bowl £7.99

rice bowl
(served hot)
from **£7.99**

wholegrain sesame brown rice, house sauces & a medley of up to 15 different greens



chicken gyoza Noodle bowl £6.99

noodle bowl
(served hot)
from **£6.99**

noodles, gyoza dumplings or (miso-marinated) chicken, itsu brilliant broth & a medley of up to 15 different greens



chicken gyoza noodles £2.49

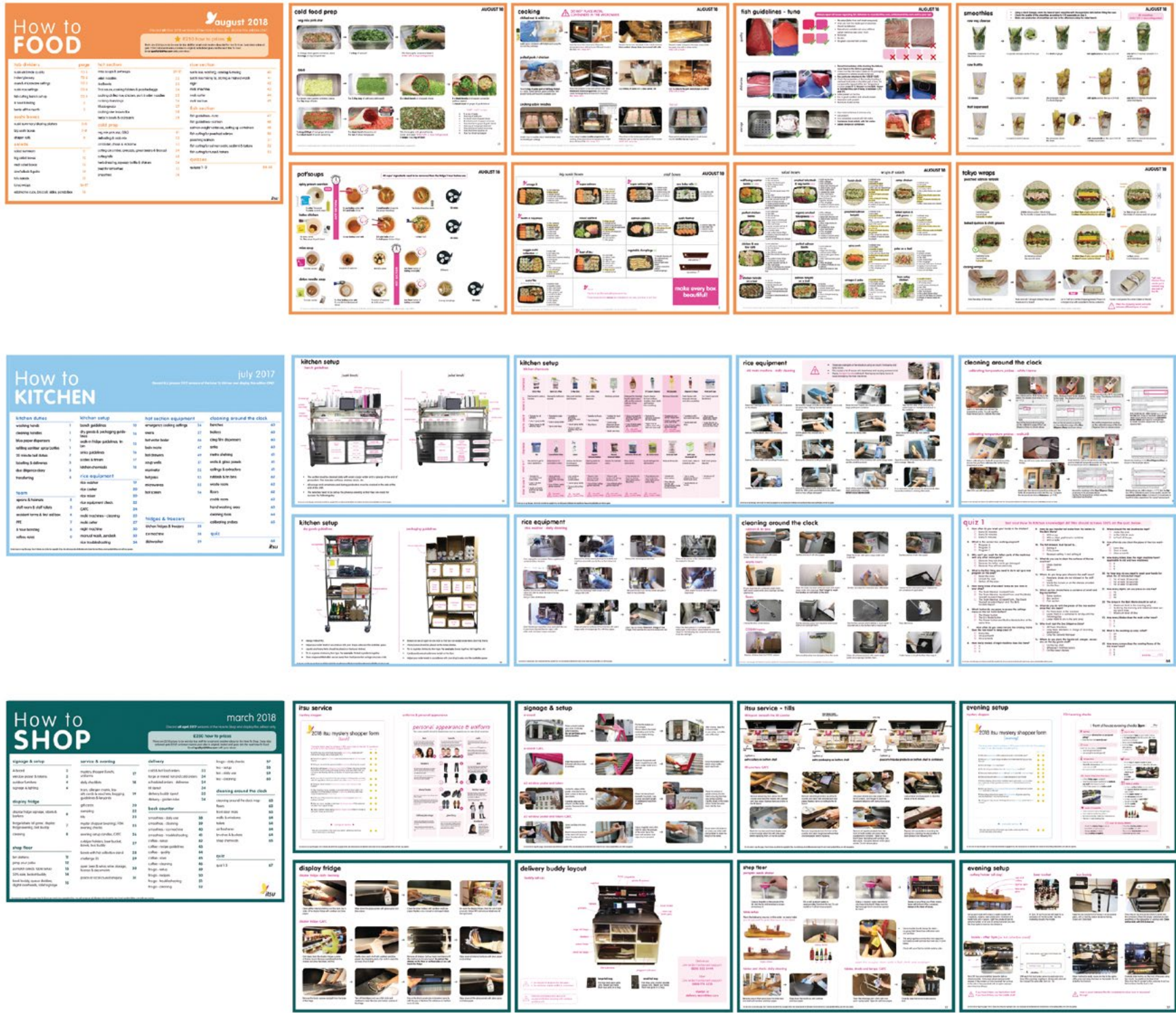
soups & sides
from **£2.49**

steamed Asian gyoza dumplings, soft steamed filled buns, small soups & sides

download the itsu app, collect 7 butterflies & receive a free main dish

how we do it...

itsu HOW TO books contain over 10,000 procedures; enabling partners & their staff to provide consistent quality in the most efficient way possible. Below appear 24 out of approx 200 pages of procedures, also on our digital platforms.



EXAMPLE

what & how

"You get what you inspect, not what you expect!"

Audits, training and HOW TO books guide our people and safeguard our customers.

itsu directors meet weekly with their teams to innovate and oversee this unique and robust system.

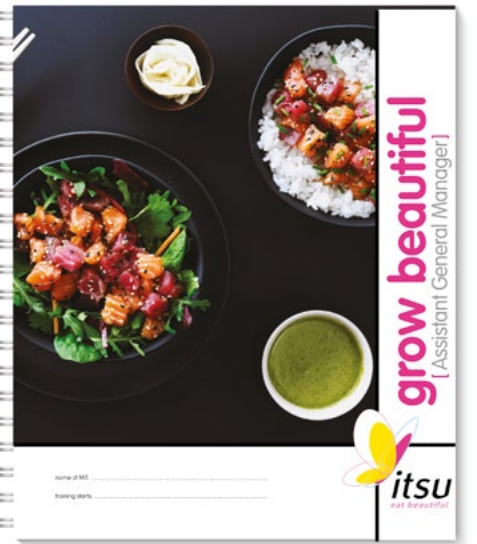
Partnership operations will benefit from unrivaled systems, training & ongoing support unlike any other, developed and perfected over twenty years.

training & compliance manuals

The itsu academy runs dedicated training courses. The operations & people team oversee a dynamic and positive culture.



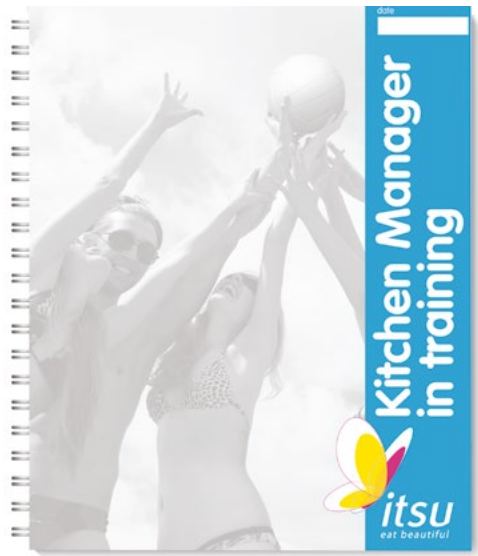
Essential training programme



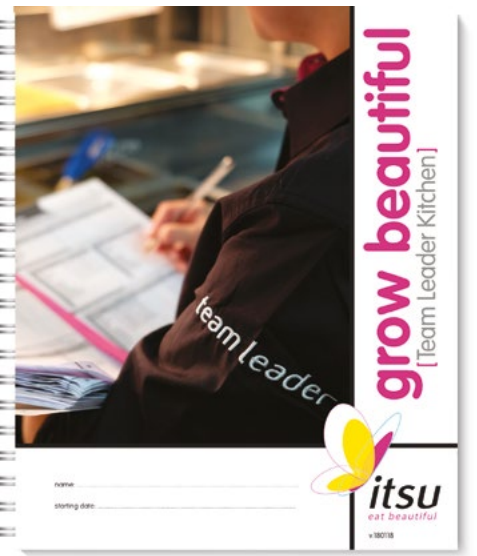
Essential training programme



Essential training programme



Essential training programme



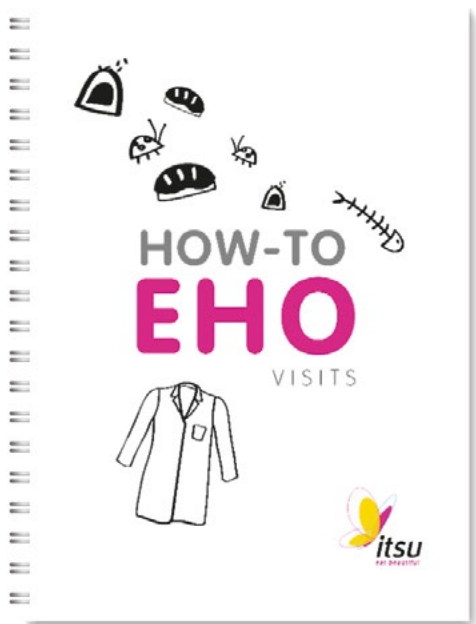
Essential training programme



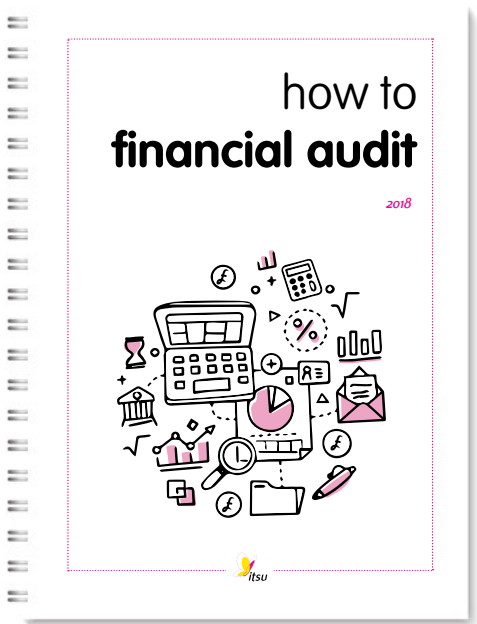
Weekly compliance newsletter

quality control manuals

Our in-house compliance team (represented at director level) carries out audits re. customer satisfaction, financial discipline and health & safety according to a strict timetable.



Environmental Health Officer Visits, Guidelines & Procedures



In-store financial checks & daily, weekly disciplines



Welcome to Itsu 10-day training Health & Safety Sign-off

HOW TO books

Our systems and procedures are updated via our three HOW TO books (also on digital). HOW TO books cover thousands of details which ensure compliance across our kitchens and shops. HOW TO books are linked to the training and development of all our staff. More information appears in 'How & What'.



proud, passionate staff

Investing in our people safeguards our future. We give partners & Team Members the skills and confidence they need to succeed, along with the opportunities to develop into more challenging roles.

We pay as much as we can afford rather than as little as we can get away with.

We mystery shop our operations every week & reward bonuses 85% of the time. We run itsu champions league covering standards & customer satisfaction every quarter.

We bring 200 key leaders, including our partners & their key staff, together four times a year for "Quarter Brief". Here we focus on "belief, belong & build" as well as – *I want to grow, I trust, I care & I take pride.*

We create places where people want to work. We receive 20 applications for every vacancy.

We reward excellence with unique company bonus schemes as well as silver butterflies, commissioned from Tiffany & Co. We're proud to have given thousands to staff in recognition of their hard work and commitment.













proud, passionate staff



highest standards of h&s

highest standards of health & safety

										
number of visits	72	273	24	50	20	30	63	24	15	25
5 very good	72	260	14	28	10	18	42	16	12	18
4 good	0	13	8	17	4	8	13	7	0	6
3 generally satisfactory	0	0	2	3	3	0	5	1	2	0
2 improvement necessary	0	0	0	2	2	4	3	0	1	1
1 major improvement necessary	0	0	0	0	1	0	0	0	0	0
0 urgent improvement necessary	0	0	0	0	0	0	1	0	0	0
percentage 5 FHR	100%	95%	58%	56%	50%	60%	67%	67%	80%	72%

NB: The figures presented were available figures at the time of comparison and were taken from the Food Standards Agency website.

training

New staff undergo classroom-based food hygiene training. During their training period they are constantly monitored by an experienced Team Member Trainer. itsu audits our in store H&S performance constantly.

challenge testing

itsu have entered into a primary authority partnership with the London Borough of Westminster. They have formally approved itsu Food Safety Management System, Training provisions, Pest Control measures, Challenge Testing of sushi, salad boxes, itsu sushi rice and our itsu Allergen system.



digital itsu

Up-to-date digital technology means itsu individually bespoke a customer's hot food order, making fresh on demand, as well as enabling our couture self-pay software system.

digital self'express

itsu is rolling out bespoke customer self-pay screens, eradicating the need for tills, till staff & cash. The equipment & software is designed in-house.

digital menu boards

Hot food menus are updated with new & seasonal dishes. Images & prices change according to location & time of day.

digital window totems

Digital totems are used to communicate up to 20 frequently changing "on-brand" messages to passing foot traffic.

digital training

itsu is one of the first companies to embrace AI digital training using bespoke video games.

digital fridge watch

Managers and operations managers monitor their display using phones, at any time. This ensures continuous topping up and display discipline.

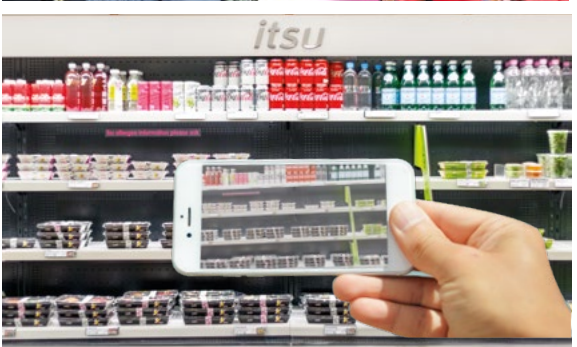
digital ordering screen

Back-of-house production screens are linked to tills to ensure efficient, fast & fresh preparation for customers.

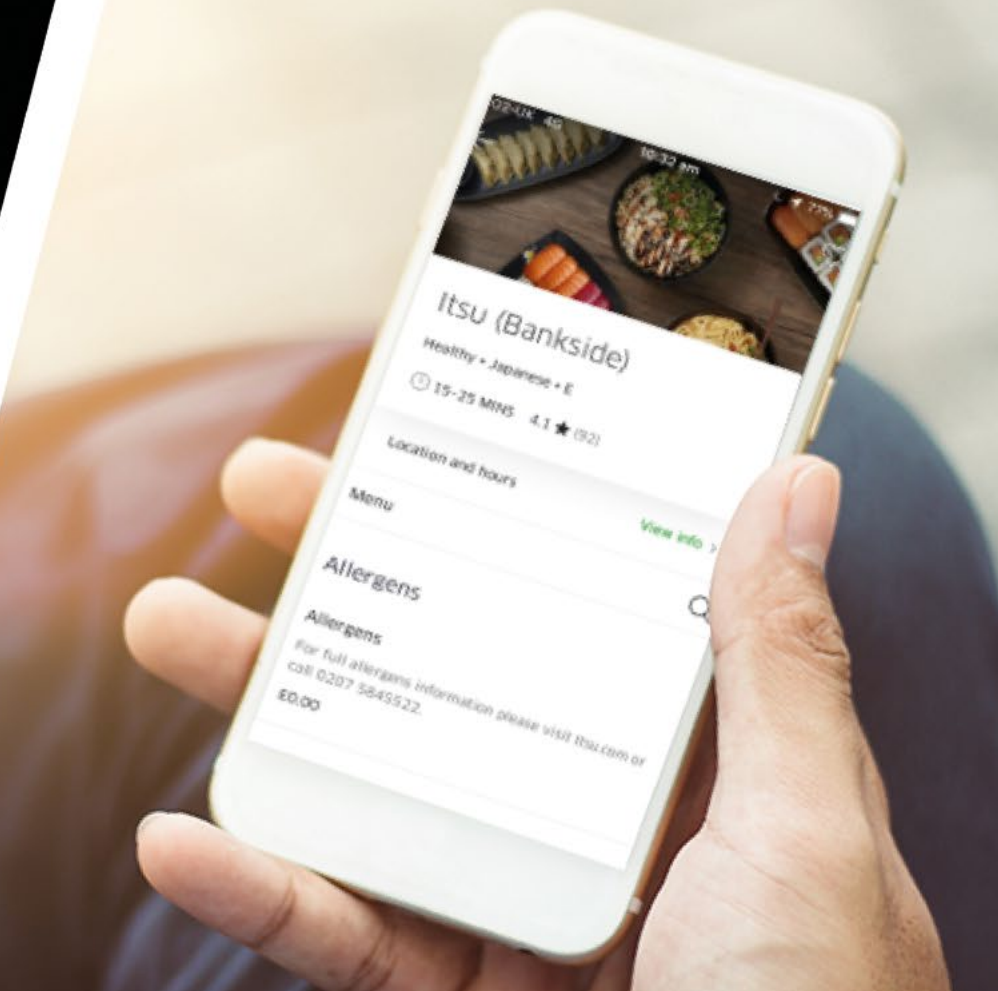
pioneering robot technology

Every itsu has two or three of our high tech robots [we call them Ying & Yang] to ensure consistency, speed, efficiency and to combat increasing labour costs.

The latest robot developments help us avoid boring, expensive and repetitive tasks in our shops, increasing gross profit margins & staff enjoyment.



Uber Eats



...whilst maintaining healthy margins

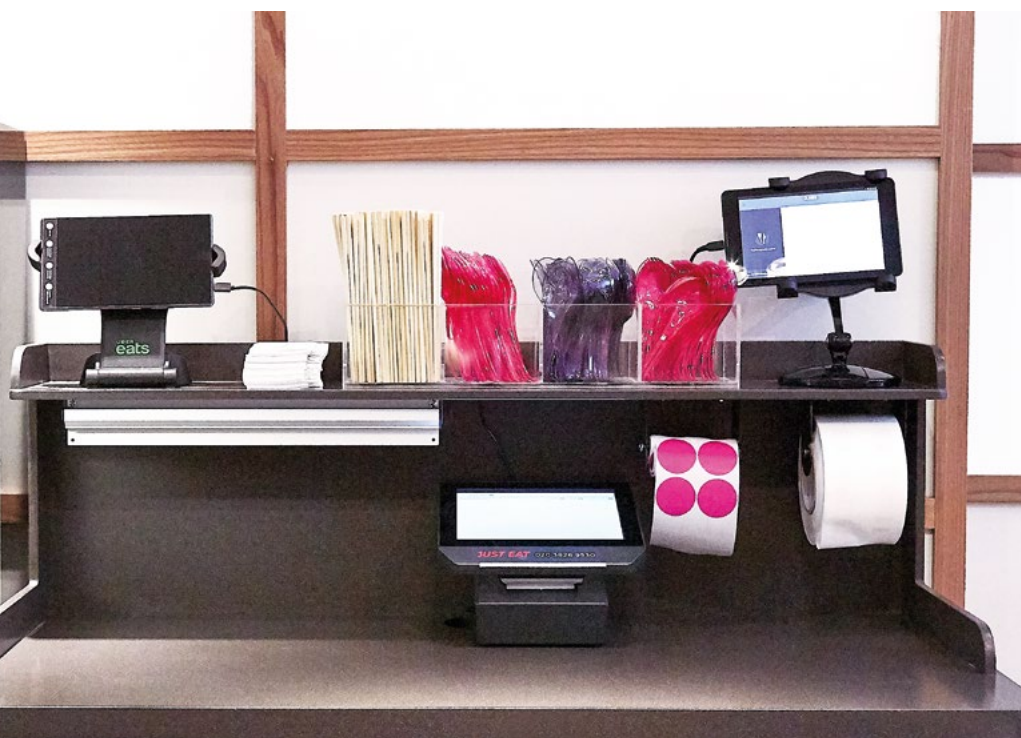
New technology, apps & well-funded aggregators are helping delivery enjoy meteoric growth.

itsu is perfectly suited to delivery:

- itsu is “ready to go” and so wins on speed & service.
- itsu has 74 locations so convenience for aggregators is significant.
- itsu is the “drivers choice”.
- itsu’s menu is family friendly & easy to share.
- itsu’s price point is significantly less than most restaurants offering delivery.
- itsu’s product & packaging is designed to be used “on the go”. It travels well.
- 50:50 hot & cold dishes ensure satisfaction.
- Sides & drinks are competitively priced.
- itsu’s business model is built on quality, value, speed & efficiency. These 4 disciplines are as valuable in the evening as at lunchtime.
- itsu’s dine-in sales are enhanced by delivery as confident production, extra staff and management help drive sales post 5pm inside & outside our premises.



Delivery prep stations, software & packaging are purpose made.



itsu delivers

sustainability milestones

We nurture itsu for tomorrow, anxiously mindful of the health & wellbeing of our customers, staff & fragile planet. With your support, we've achieved huge milestones in our sustainability journey. We're excited to share a handful with you...



august 2022
packaging reduction

we changed our noodle'cup from card board to sleeve, a reduction of 52.3& card per unit and 10 tonnes of board a year



july 2022
removing plastic sachet

we removed the dipping sauce sachet from our frozen vegetable fusion gyoza packs, saving 3.7 tonnes of plastic being produced a year



june 2022
removing plastic wrappers

you'll now find veg sprinkles directly in our rice'noodle cups, rather than in a plastic sachet



august 2021
reducing plastic packaging

moving all of our gyoza packs to 100% recyclable packaging



june 2021
paper dipping pots

we removed plastic dipping pots from all of our sushi boxes and replaced them with a 100% renewable paper dipping pots



april 2021
rainforest alliance

we source the cocoa in our rice cakes from Rainforest Alliance Certified farms, meaning it is grown using more sustainable farming practices



may 2022
taking a stand

we've taken the bold decision to remove wild yellowfin tuna from our menu by the end of 2022. Tuna will be replaced with delicious sustainably farmed jumbo prawns.



march 2022
better kitchen recycling

We're proud to have drastically improved the way we recycle materials from our kitchens, meaning more materials can be recycled



march 2022
clearer recycling for customers

We made it easier than ever for our customers to recycle their packaging in our stores with improved signage across all of our recycling bins



march 2020
remove plastic wrappers

removed plastic wrapper around our itsu (grocery) rice'noodles nests



april 2020
fareshare

our unsold (grocery) products are redistributed through FareShare's network of frontline charities, reducing food waste and helping vulnerable people across the UK



march 2020
pink lids

replaced the black lids (not detected at recycling facilities) on our rice'noodles with pink lids which are widely recycled



january 2022
removing fridges

since jan 2022 we've removed 15 large fridges from our stores, saving energy and reducing our impact on the environment



november 2021
foil lids

we swapped the recyclable plastic lids on our noodle cups & pots to new foil lids



march 2020
wooden cutlery

our new biodegradable & FSC certified wooden cutlery will replace 30 tonnes of plastic a year

a sustainable approach

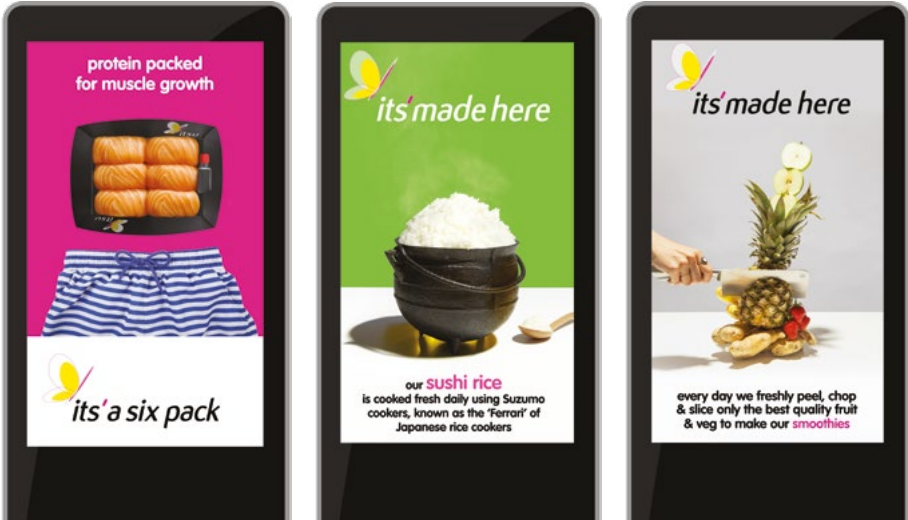
marketing at itsu

Health & made here messages animate over digital menu boards & window totems.
Our partners have a 'menu' of ideas and concepts to work with & choose from.
The itsu brand is active on social media and TV advertising.

digital menu boards



digital window totems



Marketing focuses on a seasonal calendar of food, deals and combos.
It is supported by nutritionist-validated health messages and facts about our in-shop food preparation.

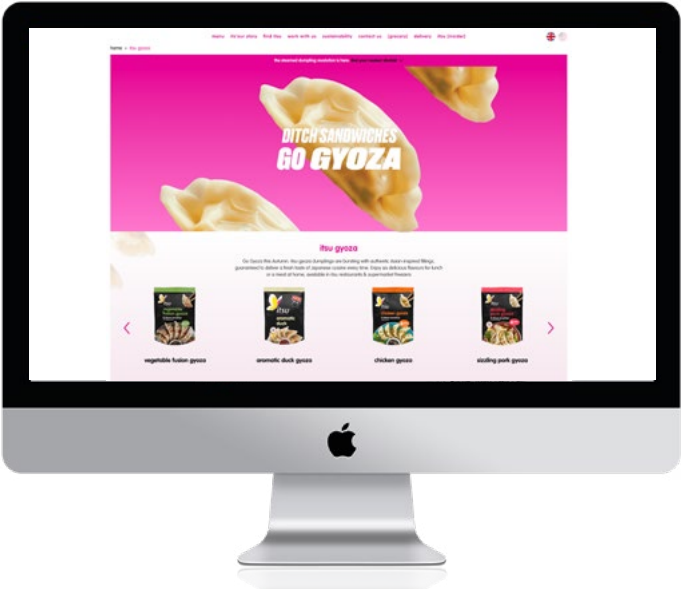
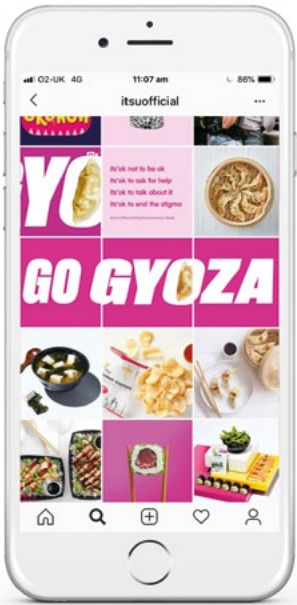
a-boards

A-boards highlight seasonal specials, deals & combos.



online

Social, website & digital advertising promote new products & help build a direct relationship with our customers.





catering to the landlord

We work with leading designers to create shops that 'glow'

We are not a restaurant. We steam & re-heat as opposed to doing primary cooking. We don't use flame. This innovation allows us to thrive in sensitive areas like busy travel hubs and densely populated forecourts.

itsu does not need commercial grade ventilation and is therefore suited to airports, shopping centres and prime office buildings. This dramatically reduces our capex & maintenance bills.

Few retail/restaurant environments can match the kinetic energy and magnetism of an itsu.

Our tables and chairs, counters and banquettes, kitchens and equipment are unique to itsu.

Every element, from lighting and sound to finishes and creative messaging, is considered to meet the needs of customers.

In addition to our growing high street shops & restaurants we are building the fastest growing Asian-inspired grocery brand in the UK to support our restaurants.



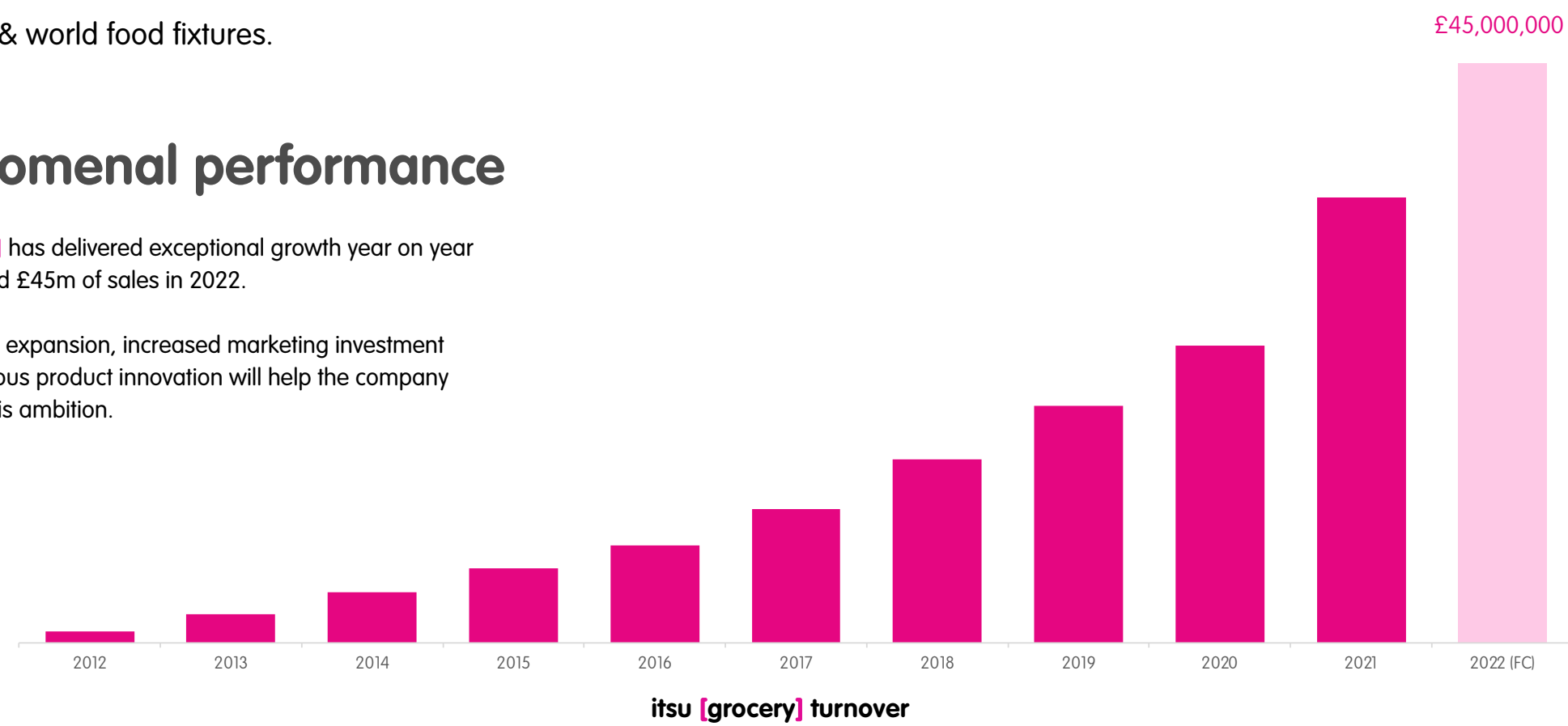
itsu [grocery] creates restaurant-quality products that are new & different: butterfly light snacks, miso'easy, brilliant'broths, frozen gyoza and bao'buns, rice'noodle pots & more on the way.

Find these ranges in the top supermarkets spanning the frozen, snacking & world food fixtures.

phenomenal performance

itsu [grocery] has delivered exceptional growth year on year and achieved £45m of sales in 2022.

International expansion, increased marketing investment and continuous product innovation will help the company deliver on this ambition.



unrivalled innovation

With one of the best product development teams in the country, itsu [grocery] prides itself on launching ground-breaking products which have the ability to revolutionise categories.



crispy seaweed thins
itsu [grocery] single-handedly launched the seaweed snacks market in the UK, after discovering seaweed's popularity in Korea. The market is now worth £2.8m RSV [and growing].



gyoza
The launch of itsu [grocery]'s gyoza range have been 82.9% incremental to the total frozen foods market and is heralded as one of the most successful frozen launches in the last 5 years.



bao'buns
Have an itsu experience at home with itsu [grocery] frozen bao'buns. Ready in just 60 seconds, itsu's restaurant quality bao'buns are available to enjoy in the comfort of your own home.



brilliant'broths
Another 'first-to-market' for itsu [grocery]. Restaurant-quality, authentic broths available in tetra pak. Store in your cupboard then simply pour & heat, making Asian-inspired cooking easier and simpler for millions across the UK.



taking itsu into
supermarkets,
wholesale & health
shops nationwide



itsu franchise support

With growing sales and an award-winning brand, itsu will open another 75 sites in the UK. A CACI report commissioned by itsu confirms this number could be considerably higher.

Two thirds of itsu’s estate produces robust sales, impressive results and payback within three years. Key property criteria for success have now been identified.

Like Pret a Manger before it, itsu prefers to build customer loyalty through its stores and engaging teams, rather than advertising and marketing.

compliance, how-to & menu investment

[Compliance Director, 2x Financial Auditors, 2x Healthy and Safety Auditors, Food Development Executive, Graphic Designer]

how-to

- Create, document & manage all shop operational standards through six documents a year (printed and digital) including ‘how to’ food, kitchen & shops.
- Support food launches by creating four shop launch packs a year (Spring, Summer, Autumn and Christmas).
- Design and distribute two weekly shop newsletters (Monday & Wednesday) informing shop teams of any operational changes, product modifications or other important information.
- Manage and hold two weekly ‘how to’ meetings (every Tuesday & Thursday) attended by itsu’s CEO, Marketing Director, Compliance Director, Ops Director & Supply Chain Director.

health & safety

- Conduct a quarterly coaching visit and an unannounced scoring audit across every shop in the estate, resulting in 225 audits per year.
- Uphold EHO 5-star rating of 100% across every site in the UK.

menu development

- Develop and create four food launches a year (Spring, Summer, Autumn and Christmas), totalling over 30 new products.
- Existing product development (EPD) and benchmarking to ensure quality and nutritional targets are being met.
- Plan and manage itsu’s food development calendar six months in advance.

operational investment

[Operations Director; 9x Operations Managers; Head of Delivery; Delivery Support Manager; Data Architect; Retail Marketing Manager; Training Manager; Property Project Manager]

shop operations

- Nine Operation (Ops) Managers looking after 75 stores across three distinct operational models:
- Café; MF (Monday-Friday) & Travel Hubs.
- Regional areas never have more than seven stores and London areas never more than ten, in order to
- ensure a high frequency of store visits.
- In London each Ops Manager does a minimum of 15 lunch and 8 evening visits a week. The frequency is adapted and reviewed for regional stores.

telemetric, systems and KPIs

- All financial & operational KPI reports are created, supported and automated by in-house Data Architect.
- itsu maintains and develops the ‘big tool’ - itsu’s bespoke shop sales forecasting tool that harnesses historical sales data and weather forecasts at an individual shop level to ensure more accurate forecasting.
- GP tracker, transaction report per till/shop every 15 minutes, fridge imaging and availability report are automated and distributed daily.
- Five KPI reports daily produced, including: LFL (per store area and overall company), labour, waste and TCOGS (per store, area and company).
- Four KPI reports distributed weekly, including: GP, mystery shopper, shop audit score & champions league.

NSO (new shop opening)

- The NSO team plans, supports and executes the setting up of all new itsu shops in the UK.
- The NSO team set up covers all aspects of the itsu operation: populating a complete ‘family tree’ and management team, recruitment and training, H&S ready, license registration, shop marketing, pre-opening ordering and post opening support.

delivery support

- The Head of Delivery ensures competitive rates with all major delivery aggregators (Deliveroo, Uber Eats, Just Eat, City Pantry, Seamless Web) through ongoing relationship management and negotiation.
- Shop ranking report and rejected order refund report produced daily.
- weekly delivery KPI’s include order acceptance time, driver waiting time and aggregator star rating.

brand & marketing support

[Chief Customer Officer, Head of Marketing, Digital Marketing Manager, Digital Marketing Executive, Marketing Manager, Graphic Design Lead, NSO Marketing Manager UK & International, Marketing Executive, Social Media Manager, PR & Influencer Manager, Customer Care Manager]

new shop opening support

- the creation of iconic, beautiful hoarding driving interest and excitement around the new opening
- a strategic, bespoke marketing launch plan created based on CACI data & local insight
- a multi-channel advertising campaign across OOH, social, CRM & display
- social media coverage on the main itsu Instagram feed leading up to the opening
- local PR & influencer support driving awareness and buzz

brand support

- national campaign support through 5 campaigns a year across the following touchpoints – a-board, window vinyl’s, digital totem as other POS if relevant.
- a new loyalty app seamlessly integrated with kiosks that drives both frequency and ASPH
- state of the art, intuitive kiosks that make the customer journey quick and easy
- a strategic CRM calendar driving footfall amongst our key audience
- vibrant, best in class social media account across Instagram, Facebook and TikTok
- an intuitive & informative website built for mobile first optimisation

people & culture investment

[People & Development Director; Central HR Manager; 3x People Partners; Learning & Development Manager; 2x Training Managers; Talent & Engagement Manager; 3x Recruiters; Internal Comm & Engagement Coordinator; Academy People Administrator]

learning & development

- Design and deliver 15 bespoke training courses and workshops covering the growth and development of our teams in-store, resulting in over 245 sessions a year.
- Manage and develop the itsu Grow [App], a gamified training platform which includes 45 bespoke itsu modules in order to reduce the reliance on face-to-face training.
- Our GM and KM Masters programs (funded through the apprenticeship levy) provide our managers with a Level 3 diploma.
- itsu’s weekly ‘succession meeting’ is attended by our People Director and Operations Director to plan and develop our ‘bench strength’ tool and succession planning.
- itsu people team organises a yearly team satisfaction survey called ‘Harry’s survey’ which achieves a participation rate of over 80%.

reward, recognition & celebration

- With a culture budget of almost £1m, itsu executes four ‘Quarter Brief’ celebrations a year with over 250 staff attending from all across the UK.
- Summer and Christmas parties take place every year to bring all teams together.
- For 15 years, the Tiffany Silver Butterfly has been awarded to shop team members for outstanding customer service and is the most respected and recognised award in stores.
- The Wings Voucher is itsu’s training recognition scheme - £10 is given to a deserving team member as a thank you for their invaluable contribution to training. Each year itsu gives over 1,000 Wing vouchers.

research & development investment

[itsu Grocery MD lead a 33 strong team across 7 departments: NPD, Technical, Sales, International, Supply Chain, Finance and Marketing & Design]

digital design

- itsu has internally designed, created and developed its own self-checkout in-store application.
- Create seven monthly animated advertisements for store-front totems and social media.
- Design and maintain itsu’s website and our upcoming loyalty app.

itsu [grocery]

- itsu [grocery], a major supplier of itsu restaurants, continually develops products that enable itsu to remain on the cutting edge of Asian cuisine – including five new Gyozas and three bao buns this year, representing a combined 28% of hot food sales. Multiple research and development visits to the Far East are made every year by itsu execs.
- Drive brand awareness through itsu product listings in all major supermarkets throughout the UK (Tesco, Waitrose, Sainsbury, Asda, Co-op, Morrisons, Whole Foods, Ocado, Amazon and Holland & Barrett).

sourcing & sustainability investment

[Commercial Director; Head of Buying; Supply Chain & Product Analyst; Technical Manager; Ingredient Technologist; Head of Logistics; Supply Chain Systems Manager; Supply Chain Coordinator]

nutrition & technical

- Deliver up-to-date nutritional and technical data across approx 100 products [updated on itsu.com] and 250 different ingredients, maintained using Nutricalc (nutritional management system) and Authenticate (supply chain mapping system).
- Manage internal supplier audits.

supply chain management

- ‘My Order’ internal supply chain help desk supports itsu stores seven days a week with ordering and supply issues, overseeing 700 orders a week.
- Oversees internal stock management system (36,000 cases a week) with a 98.9% accuracy across 50 suppliers (including packaging).
- Our order fulfilment (ingredient stock availability) is 99%.
- Each store receives (on average) 10 overnight deliveries a week from our two main distributors Reynolds and Yates.

sourcing & sustainability

- itsu and Havi have been working together for over 10 years on 120 lines of packaging, of which 80% are bespoke to itsu.
- New product sourcing is in line with itsu’s sustainability policy, for instance the innovative introduction of an award-winning aluminium refill flask in May 2019 and a reusable ‘spoon for life’ available in every itsu store.
- itsu is committed to: reducing plastic usage through initiatives such as thinner plastic lids for our sushi boxes (saving 12.5 tonnes of virgin plastic a year from Autumn 2019); rolling out recycling bins (currently being trialled in selected stores); saving on napkin use by introducing self-serving napkin dispenser (35% reduction since May 2019 launch) and serving more hot food in bowls for eat-in customers, instead of cardboard pots.

IT & property investment

[Head of Property; Estate Manager; 2x Project Managers; Estate Helpdesk Coordinator; 5x Maintenance Engineers; Head of Technology; Project and Support Manager; Application Support Analyst; Infrastructure Manager; 2x IT System Managers]

IT

- Develop and manage our bespoke EPOS system with graphical interface to drive greater efficiencies in shop
- Robust in-store Wi-Fi and data communication is supported by a communication redundancy management plan that has a fall over communication lines and soon to be installed fibre optics.
- Our internal IT helpdesk supports our shops seven days a week, with an average first-time fix response of under 1h 40 minutes.
- Investing in the development of a mobile app ordering technology, Click & Collect and digital self-edge labels.

property & maintenance

- itsu has defined seven key selection criteria used to evaluate all potential new store openings in the UK & internationally:

1. quality & quantity of pedestrian flow
2. worker, tourist & shopper premiums
3. specific lunchtime (12pm to 2pm) pedestrian counts
4. no. of covers, cover premiums and cover-turns at lunch, evening & weekend
5. potential to trade three-day parts
6. density of direct competition & complimentary retail brands
7. threat of cannibalisation from current itsu trading shops

- Standardised ‘How-To Build’ & ‘How-To Design’ documentation is available, allowing itsu to have an 8-week average store fit and build program.
- Our internal help-desk team supports our shops seven days a week via a ProNet Maintenance system, managing up to 900 tickets a month with an average response time of 15 minutes and an Emergency call out or engineer on site within three hours.
- Six internal engineers provide specialist support on rice & sushi equipment and general store equipment maintenance.



award winning

best concept

In 2016 itsu was voted best concept in the UK by its peers.



HR team of the year

In September 2017 itsu was voted the 'Best HR/L&D Team of the Year 2017' and best overall category winner at the CIPD People Management Awards.



princess royal training

A Royal award for employers who have created outstanding training and skills development.



best restaurant driver award

In 2019 we were awarded the 'Best Restaurant Driver Award' at the Deliveroo awards ceremony.



best new convenience

In 2019 our hoisin duck bao buns won the 'Best new convenience' category at the Sainsbury's Magazine Food & Drinks awards, and our seaweed thins were runner-up in 'Best on-the-go' category.



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