

Green Plate One Pager Project Brief

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Background

Green Plate is a premium vegan frozen meal brand founded in 2018. It scaled strongly to \$50M revenue by 2023, now sold in 15,000+ retail locations with 45 percent margins. Growth slowed after saturating the small vegan market, which is only ~3 percent of US consumers.

The company is now exploring expansion into the rapidly growing flexitarian segment.

Problem Statements

Persona: Flexitarian young professional

1. I am trying to **eat healthy meals that taste fresh** and satisfying. But most frozen meals feel bland and artificial because they lack real texture, flavor, and finishing touches. This makes me feel disappointed and hesitant to buy them again.
2. I am trying to **find convenient, healthy meals at a good price**. But premium frozen meals don't feel different from normal frozen meals, because packaging and the eating experience do not feel high quality. This makes me feel like I am overpaying for something average.
3. I am trying to **eat more plant-forward meals without committing** to strict veganism. But vegan branding puts me off because in my mind, veganism comes with the connotation that the food is not tasty. This makes me feel resistant to trying vegan-labeled meals, even when I want healthier options.
4. I am trying to **maintain a healthy lifestyle despite a busy schedule**. But cooking fresh meals takes time because cooking and shopping are too much during the work week. This makes me feel guilty for defaulting to less healthy convenience foods.

Goals

- Increase perceived freshness and quality
 - Success looks like:
 - Customers say the meals feel fresher and more intentional (NPS score)
 - Higher willingness to repurchase
 - Improved perceived value relative to price
- Improve conversion and retention among flexitarian customers
 - Success looks like:
 - +8 to 12 percent lift in conversion in SF pilot stores
 - Reduced cart abandonment from 68 percent to under 60 percent
 - 6-month retention moving from 30 percent toward 40 percent

Non Goals

- Not a full recipe reformulation or ingredient overhaul
- Not a price reduction strategy
- Not a shift away from vegan certification or the original customer base
- Not an expansion into new product categories outside frozen meals

Hypothesis:

If we **rebrand Green Plate to a plant-forward identity and introduce simple interactive prep steps that enhance freshness**, then **flexitarian customers will perceive the meals as higher quality and more worth the premium price**, leading to **measurable gains in key metrics**. Specifically, we expect:

- +8 to 12 percent conversion lift during the SF pilot
- 10 percent decrease in cart abandonment
- Increase in 6-month retention from 30 percent toward 40 percent
- Higher customer satisfaction (qualitative surveys)

Vision Narrative

A young professional, Maya, gets home after a long workday. She wants something healthy but fast since she is tired and does not want to cook. She opens her freezer and notices the updated Green Plate packaging. It highlights vegetables, whole grains, and protein clearly on the front. The design feels modern and plant-forward, not niche or restrictive.

She heats the meal and adds a small packet of sauce and crunchy toppings. The step is simple but makes the meal feel freshly prepared. It breaks the “microwave and forget” experience she usually has with frozen meals.

When she eats it, she feels good about the choice she made. The meal tastes fresher and more flavorful than typical frozen options. She feels healthier and more intentional without spending extra time cooking. She starts buying Green Plate multiple times a week and recommends it to friends who are also trying to eat more plant-forward meals without committing to veganism.

Rough Scoping & Timeline

V1: San Francisco Pilot (3 to 4 months)

- New plant-forward packaging and visual identity
- Remove prominent vegan labeling from the front
- Add one simple prep component such as a sauce or topping
- Run A/B tests on packaging variations and digital marketing campaigns
- Launch in 50 SF stores and track conversion, churn, and repeat purchase

V2: Bay Area Expansion (6 to 9 months)

- Expand interactive meal features
- Broader influencer and digital marketing campaigns
- Improve supply chain throughput for packaging flow
- Scale distribution to 500+ Bay Area stores

V3: Statewide and National Rollout (12 months+)

- Full product line refresh
- Regional customization based on pilot learnings
- Expand partnerships with major national retailers
- Optimize DTC experience and subscription bundles

Key Trade Offs & Decisions

1. Vegan Label Placement

- Trade off: Keeping vegan certification visible vs avoiding negative flavor connotations
- Decision: Move the vegan label to the back. Highlight plant-forward health benefits on the front.

2. Freshness Through Prep Steps

- Trade off: Adding prep steps increases perceived quality but adds friction
- Decision: Limit to one simple, optional step to preserve convenience.

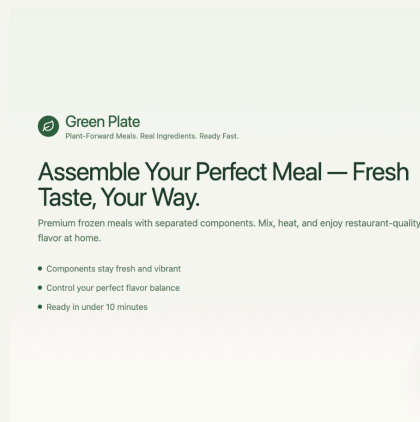
3. Price vs Value

- Trade off: Lowering price could improve conversion but hurts margins and brand positioning
- Decision: Maintain premium pricing and elevate perceived value through branding and user experience.

4. Pilot Market Selection

- Trade off: SF is expensive and competitive but ideal for early adopters
- Decision: Start in San Francisco to validate product market fit before scaling.

Concept Mocks



Risks & Mitigations

- Risk: Prep step adds friction.
 - Mitigation: Keep it minimal and optional; test lowest-effort packet.
- Risk: Packaging redesign does not resonate.
 - Mitigation: A/B test multiple variants; iterate before scaling.
- Risk: Manufacturing cannot support packet insertion.
 - Mitigation: Run line tests; start with one simple shelf-stable packet.
- Risk: Alienating core vegan customers.
 - Mitigation: Keep vegan certification on back; communicate meals remain fully vegan.