

HARVARD UNIVERSITY
Retail Dining Master Plan
Cambridge, Massachusetts

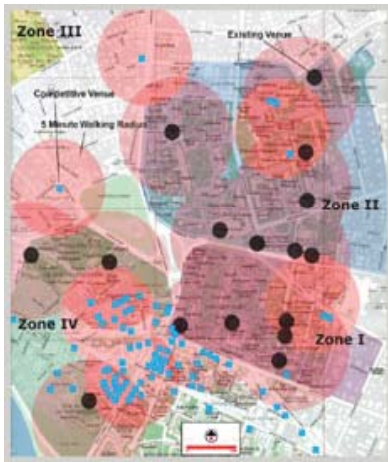
Key Issues and Objectives

While Harvard University Dining Services had built a stellar reputation for its world-class residential dining program, Harvard University Dining Services (HUDS) retail program has struggled to find its niche on this urban campus surrounded by a highly saturated and sophisticated commercial restaurant market. And, as if providing retail dining on campuses on a self-sustaining basis weren't challenging enough, the decentralized nature of administration at Harvard has led to the proliferation of "required" venues around campus, many of which have struggled from opening day to break even. HUDS retained Envision to:

- Evaluate the current mix of retail dining on campus;
- Develop a university-wide framework and approach for the future development of retail dining on the campus;
- Establish business modeling tools for use by HUDS;
- Raise the profile of HUDS as the primary, quality operator of retail foodservice to the Harvard University community.

Outcomes

The market study identified the total market potential for retail dining, pinpointed the current capture rates for each venue and recommended strategies for improving the success of the retail dining program overall, including closing or restructuring of some operations. A series of new self-branded food concepts formed the basis of a university-wide framework for repositioning Campus Restaurants as the preferred choice for campus retail dining.

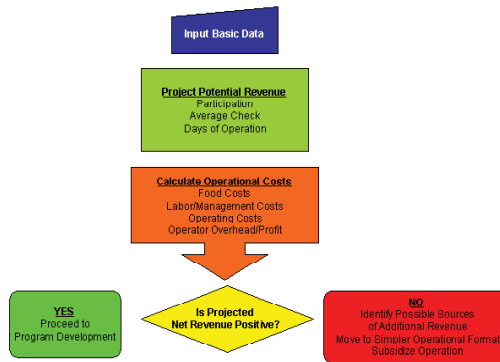


Campus Characteristics

- Total Enrollment – 18,000
- Campus Setting – Urban
- Dining Locations – 24
- All Dining Reports to Vice President of Administration

Client

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Services

- Market Research
- Assessment of the Competitive Environment
- Retail Dining Strategic Plan
- Development of Self-Branded Food Concepts
- Creation of New Venue Feasibility Modeling Tool