



CASE STUDY:

**BAYLOR UNIVERSITY ADDS FACILITIES  
MANAGEMENT TO LONG-TIME ARAMARK  
DINING SERVICES PARTNERSHIP**



# PARTNERSHIP OVERVIEW

In 2018, Aramark will celebrate its 60-year anniversary as the dining services outsource partner for Baylor University in Waco, Texas. The trajectory of the six-decades-long partnership has followed the major trends that have transformed campus dining across the country from standard “old-school” dining programs to modern campus dining. Over the years, Aramark has brought on board a wide range of new dining ideas and innovations, such as many new menu options, promotions, new product samplings, partnered events and much more.

The continued transformation at Baylor also included adding a local chef, a registered dietitian to plan allergy-free and vegan meals, popular restaurant brands, and a renovation of residential dining locations. Further, it included complete transformations of Penland and Memorial with a strong focus on the lifecycle of the students. For example, the renovations at Penland are more inviting for freshman, while Memorial is more mature to appeal to upper class students. The university's dining services also has expanded over the years to include preparing the food for the athletic training table and on-campus event catering. While focused on delivering exceptional dining experiences, Aramark has helped Baylor achieve its four key dining goals: quality, health, convenience and value.





Baylor saw the value in the high-quality service Aramark provided and decided to forge a dual partnership for both dining and facilities management in 2000. Under the facilities management contract, Aramark manages the operations and maintenance for the the University's 140 buildings as well as its central energy plant and energy management program. Aramark executes everything from preventive maintenance, to commissioning, to managing projects. In 2014, the facilities management contract was further expanded to include custodial services, including all grounds on the campus proper, as well as the athletic grounds and stadium.







# **4 BIG BAYLOR-ARAMARK PARTNERSHIP WINS**



## **“EXCELLENT” DINING GENERATES \$32M ANNUALLY**

On any given day, 18,000 to 19,000 people are looking for convenient and delicious dining options on the Baylor University campus. Aramark gives them a wide range to choose from—including chef-designed, allergy-free and vegan options in the dining halls, and popular retail brands at the food court, satellite snack bars and coffee kiosks. Baylor’s campus dining services generate sales of \$32 million annually, a sum that outpaces Aramark’s contracted income commitment. On Aramark’s recent DiningStyles survey, Baylor’s dining program received high scores—64.6 percent of respondents ranked dining as “excellent” overall and 78.5 percent ranked service as “excellent.” Aramark also supervises the Baylor Dining Services (BDS) Student Program, which provides a source of both convenient employment and internships to Baylor’s students, and also an opportunity for both professional and personal growth.

## **ADDING DUAL SERVICE MANAGEMENT EFFICIENCY**

By early 2014, Baylor was interested in pursuing one comprehensive partner contract with Aramark for both dining services and integrated facilities management. The new RFP awarded a comprehensive partner model for all services. By using one partner for both services, the school gained the same level of high-quality service in facilities management that it has enjoyed in dining services for decades. By combining the two services under one provider, the school gained several efficiency and cost-saving advantages—including sharing one finance and accounting department, one human resources team, one hospitality hub and one innovation manager for research and development, such as process improvement, testing beta programs and solving challenges. Also, in the partnership, Baylor and Aramark evaluated the creation of a unique community engagement fund and grants program to benefit local charities.

## **SAVED \$2M ON ENERGY COSTS**

With a \$12 million capital investment infusion, Aramark immediately began making improvements to Baylor’s buildings. Among them are LEED light installations around the campus, a full energy program with an energy-saving behavioral modification component and updates to the Baylor Energy Complex, including chillers and boilers, which supply 90 percent of energy capacity on the campus. In 2016, Baylor asked Aramark’s Engineering and Asset Solutions team to provide a comprehensive facilities needs assessment of the campus to prioritize the university’s deferred needs spending and to make recommendations for future capital spending. From June 2016 to May 2017, Aramark’s building upgrades saved the campus \$2 million on gas, water and electricity.

## **CATERING 3,400 EVENTS ANNUALLY ON CAMPUS**

As part of its dining services, Aramark manages the campus’s robust catering services, which provide special touches to many campus events. With a greater investment in people, programs, and places, the quality of the food and services has been significantly elevated. In 2016 alone, Baylor Catering hosted 3,400 events, ranging from pastries and coffee gatherings to four-course seated dinners and wedding receptions. On a typical day, the team will execute anywhere from 10 to 25 events, but during peak periods such as welcome week, homecoming and commencement, they can expect 30 to 40 events daily. In March 2016, the Baylor Catering team was selected to be presenters at the 25th Annual Catersource Conference & Tradeshow in New Orleans. The overall message of their presentation was that Campus Catering is “more than menus”—it can be an internal resource for culinary excellence in dining halls and retail outlets, build or enhance partnerships with clients and act as the face of hospitality on campus.



## BEFORE ARAMARK

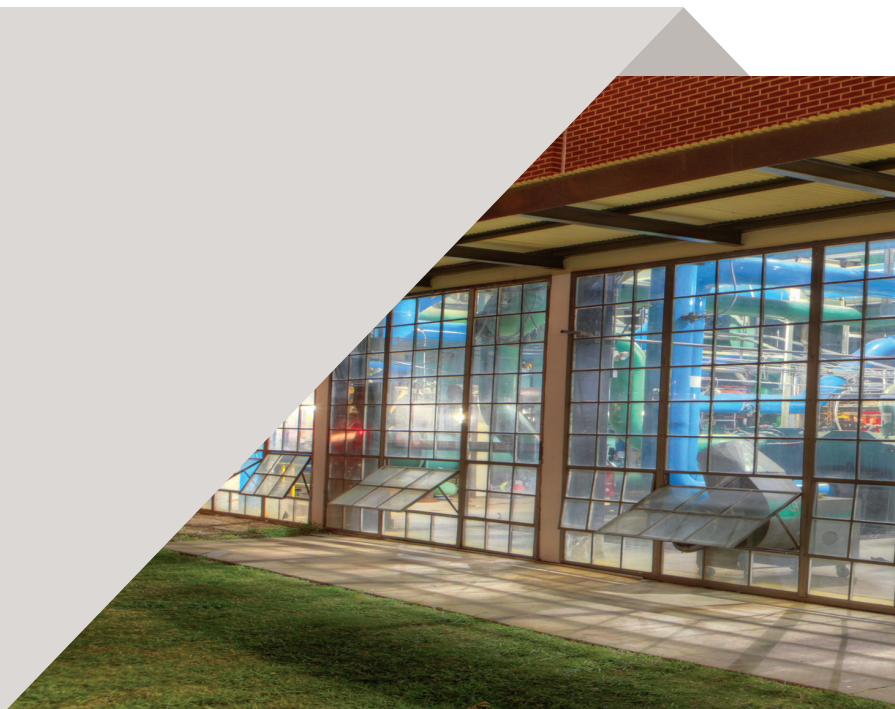
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- Traditional university-run “old-school” residential dining
- Multiple facility service providers on campus
- Poor coordination between cleaning and maintenance services
- No on-campus catering services

## AFTER ARAMARK

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- Added additional culinary talent to the dining program, allergy-free menu and vegan station
- Dining asks students for feedback through its Voice of the Consumer Survey and makes changes in real time
- Continually adds new menu ideas to stay on top of trends, from bacon on everything to vegan desserts
- Created new residential dining traditions, including Wing Wednesday, build-your-own-pizza night and the Brooks Burger
- Added popular national retail dining brands on campus
- Launched promotions to introduce new students to campus dining, drive engagement and increase customer participation and satisfaction
- Generated \$32 million in dining sales campus-wide
- Gained a full-time Innovation Manager to focus on productivity and process improvement.
- Delivers high-quality on-campus catering services for a new line of income
- Planned and consulted from ground floor to create the best-in-class athletic nutritional dining facility
- Supports community projects such as Campus Kitchen, AVANCE and REACH
- Invested \$400,000 for new LEED light installations around the campus
- Invested \$1.4 million to launch a full energy program with an energy-saving behavioral modification component, and make updates to the central energy plant, including chillers and boilers
- Saved the campus \$2 million on gas, water and electricity





## PARTNERSHIP STATS

Date Partnered – Dining Services	1958
Date Partnered – Facilities Maintenance	2000
Date Partnered – Custodial Services	2014
On-Campus Buildings	140
Gross Square Footage	More than 9 million sq. ft.
Grounds Acreage	More than 1,000 acres
Meal Plan Participation	More than 6,000
Dining Brands on Campus	Starbucks, Chick-fil-A, Panda Express, Einstein Bros. Bagels, Freshii, Mooyah







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