

Today's middle school students have changed.

In the last few months, ARAMARK dedicated resources to truly understanding our tween (ages 9-12), named accordingly to represent the bridge between "kid" and "teen" customers —your students. What started as a preliminary discovery of their tastes and wants resulted in landmark insights of students' cafeteria dining habits and behaviors.



Research

ARAMARK's proprietary research was designed to:

- Identify cafeteria dining habits and behaviors
- Identify student segmentation groups
- Discover usage and non-usage drivers

We looked at the middle and high school student market at large, not just ARAMARK's clients. We wanted to understand what was taking place in the marketplace to best design the right solutions for students in these age brackets. Comprehensive research was conducted by a third-party research firm in early January 2004. More than 2,400 households in the continental US were contacted. The data collected was weighted for gender, race and grade level to accurately reflect the mindset of the total student population of the U.S. A thorough analysis of the data revealed a number of key indicators of, and trends in, student behavior. From these results, we were able to focus on the opportunities to communicate better with our student customers and closely align with their needs.

They're much different — more consumer savvy than even just a generation ago.

Your students are independent, powerful consumers

- Highly aspirational
- Group-focused but finding their voice
- Testing boundaries from parents, teachers, authority
- Two sides: part kid, part teen-wannabe
- Over 20 million
- One of most powerful consumer groups in U.S.
- Culturally diverse

Opportunity

It is clear that today's dining solutions, whether self-operated by the district or provided by food service contractors, do not appeal to all or even some student types. We discovered much about the fascinating dining and purchasing behavior and current satisfaction (or shall we say "dissatisfaction") levels among students. Our research suggests that today's students:

- Have more pressure to succeed in school than ever before
- Encounter a host of alternative meal "substitutes," including creating a meal from vending options, trekking to off-site options in open campus districts, skipping lunch completely or bringing food from home
- Are experiencing an ever-decreasing personal time budget, while managing multiple constraints in relation to food consumption. These constraints include:
 - limited time to actually consume lunch
 - unappealing food choices
 - overcrowded food lines
 - "lunch" periods that start as early as breakfast-time

Culinary Considerations

New and exciting menu items were co-created by ARAMARK culinarians, seasoned ARAMARK School Food Service professionals and a diverse team of interior designers, graphic artists, food facility planners and marketing professionals. Features of our culinary creations include:

- Healthy grab and go based options
- New packaging: colors and materials
- Authenticity: including Chinese takeout packaging and torpedo sleeves for hoagies and subs
- 60% of recipes with less than 30% of calories from fat
- Protein at age-appropriate levels

Our Brand: The 12 Spot™

In an effort to connect with the preferences and behaviors of our middle school student customers, we have designed a branded program that is specific to their needs. This research-based branded concept reflects the habits, choices and nutritional requirements of today's tweens. Our solutions were expressly developed to be relevant, tasty, and available at the point of need, while providing a value to our students.

Branding is all about developing a retail image that piques curiosity, encourages trial and helps build a strong relationship with customers over time. We have developed complete, packaged solutions that elevate nutritious menuing and environmental considerations to the level of a powerful brand. We're confident that our brands will be popular with, and leave an imprint on, the minds of our student customers.

The Spot for Tweens

As the middle of the school day approaches, students seek the one place in school they can call their own. The 12 Spot™ is the students' sanctuary during the day, the place that reflects their lifestyle.

They get to hang out with friends, eat foods they like, and feel comfortable in a cool atmosphere. The 12 Spot™, like the students, changes during the course of the year, and accommodates their fast-paced lives by offering quick, easy and healthy choices.



The menu contains tween students' favorite foods and the environment provides a place where they can talk to friends about anything. The 12 Spot is the students' spot.

The new 12 Spot brand has been created to appeal to the energy level, life style, and preferences of middle school students. The brand is reflected in every aspect of the new middle school dining program.

The 12 Spot features exciting and healthy new menu items; but it offers more than just great food choices. The 12 Spot is also defined by effective environmental components:

- the bright colors painted on the walls
- the lighting and music
- updated and creative merchandising materials and techniques
- the food packaging and presentation
- the fun images of sports, food, and groups of friends that change with the seasons
- the casual uniforms worn by the 12 Spot food service team

Complete environment design



The 12 Spot Brand invites students to have lunch, refuel, and reenergize with friends!

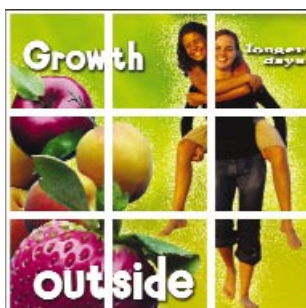


Menu 12 Spot Hits the Spot!

The 12 Spot menu is all about wild colors, extreme flavors, and cool, off-the-wall names—just what middle school students are looking for!

We listened to what middle school students said about their favorite foods and restaurants, and then studied today's popular dining trends. With this information, we put our dedicated chefs to work in the kitchen to develop great tasting nutritious meals especially for our students. They chopped, diced, mixed, folded, wrapped, and tested many variations until they came upon the right mix of flavors and meal options.

These recipes are not only tasty and fun to eat, but they also follow the USDA government guidelines, providing the appropriate proportion size and nutritional content that growing tweens need. Over 60% of the recipes have fewer than 30% calories from fat...so they're tasty and healthy, all in one!



To whet your appetite, here is a sampling of recipes that can only be found at the 12 Spot:

Meatball Bomber

A student's favorite -- spaghetti & meatballs wrapped up and baked with mozzarella cheese in a pizza dough pocket.

Big-as-Your-Head Beef Burrito

Lots of beef, refried beans, salsa, rice and cheeses, rolled up and baked in a tortilla.

The Inside-Outer

The all-time favorite grilled cheese sandwich, but grilled "inside out" on a hamburger bun and served with a richly red tomato soup.

The Crispy Rancher

Crispy breaded chicken, sliced and served on a bed of greens with bacon bits and ranch dressing.

Beef-a-yaki

Beef slices, cooked with sesame seeds in a teriyaki sauce and served with rice.

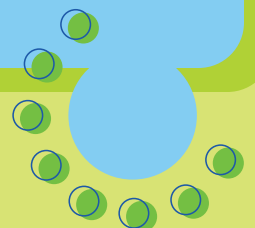
Apple Soursauce

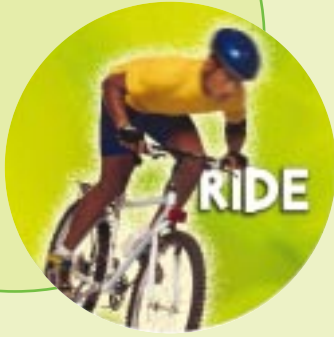
The tart and tangy flavors make this apple sauce a brand new extreme treat.

Crazy Chicken Club

Breaded chicken cutlet with bacon and cheddar cheese, cooked "inside-out" on a hamburger roll.

These freshly-prepared, nutritious items are so good, students will want to split them with friends, so they can try everything on the new menu. As an added benefit, many items are "grab & go," which provides convenience for students and gives them more time to catch up with friends during lunch or prepare for their next class. So students can grab a Meatball Bomber or a Big-as-Your-Head Beef Burrito at the 12 Spot and pull up a seat to enjoy the break between classes!





The Extras

Administrators can leverage ARAMARK's proprietary brand, the 12 Spot, by promoting the "soft benefits" of the new program—the features that promote socialization and can be used indirectly as a means to build community within your district.

Music is Key!

The Muzak® program in the 12 Spot provides the pop/variety music that your students are "in tune with" (but with appropriate sensors). Additionally, the program:

- Includes equipment and service
- Allows for Administration controls

Uniforms for All!

Uniforms are one more way to convey a unique brand for your food service operations:

- By using neutral colors that are non-school related, we have created a uniform that supports the brand and can be easily implemented in all schools
- The unique uniform style coincides with the creative and expressive look of the new brand, while conveying an attitude that tweens understand

Communication for Optimal Results!

The 12 Spot is supported by tools to invite participation and "spread the message" to the entire school community—students, parents, administrators, teachers, and influencers. These channels of communication include:

- Websites
- PA announcements
- Posters
- Student newspaper ads



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