



CASE STUDY
Embracing Retail In Correctional Facilities



"The Fox-MC team was engaged and committed!"
- David Kimmel
Vice President & CFO
Correctional Services

Client Profile

ARAMARK Correctional Services (ACS) is a division of ARAMARK that provides a wide range of food, commissary, facility and other customized support solutions to over 500 correctional facilities across North America. ACS is the oldest and largest provider of managed service solutions in the corrections market and is currently servicing correctional facilities ranging from 100 to 11,000 beds.

The Project

ACS engaged Fox Management Consulting (Fox MC) to identify products and services that create a sustainable window of opportunity to increase ACS's market share in the correctional commissary market.

Recommendations

Fox MC provided ACS with a detailed strategy for becoming a much stronger retail-oriented correctional commissary service provider. Doing this will allow ACS to further differentiate itself from its competition and better respond to the more complex service requests that correctional facilities are increasingly demanding from its commissary providers. Fox MC recommended that ACS:

- Invest in a new Decision Support System to better explore and use the wealth of sales data currently being gathered in ACS's commissaries.
- Develop best retail practices and implement these in all commissaries.
- Develop an incentive-based compensation system for front-line commissary managers.
- Develop innovative retail training for existing front-line commissary employees and recruitment techniques for new employees with retail backgrounds.
- Develop a better framework for measuring success of various aspects of ACS's commissary business.

Results

Since the project concluded, ACS has made a \$250,000 investment to implement the project, hiring a new VP and staff. Aramark also hired a Fox MC student following the project.