

## Company Profile

The Company was formed in late 1989 to offer a complete Foodservice Consultancy for Clients in both the Commercial and Public sectors. It was founded by Robert Read, a highly respected catering professional, with vast, practical operational experience.

The mission is straightforward - to provide Clients with the best possible solution for their foodservice issues! This can be as simple as a short conversation right through to full project management over several years.

The Company has deliberately kept its core small, to retain the quality of its work, and uses an association of experienced professionals, on an as required basis, enabling them to offer a package tailored to individual Clients needs.

This can include:-

- ® Contract Specification & Tender Evaluation
- ® Troubleshooting & Operational Reviews
- ® Kitchen / Bar Design & Layout
- ® Project Management
- ® Capital Cost Projections
- ® Manualisation
- ® Marketing
- ® Personnel & Training
- ® Catering Quality Audits
- ® Operational Audits
- ® Masterplanning & Design
- ® Equipment Specification
- ® Trading Forecasts
- ® Concept Origination
- ® Market Feasibility
- ® Food & Liquor Product Development

Based just outside Cambridge, the Company are advising on many projects both across the UK and overseas.

Each assignment is given the same careful attention to detail. Close and effective Client working relationships are sacrosanct, from the development of the initial brief through to the delivery of tangible, beneficial results.

This culture has led to Robert Read Associates being recognised as a leader in its field.

## EXAMPLE LIST OF CLIENTS AND PROJECTS UNDERTAKEN

<b>Arkwright Society</b>	Review of the food and beverage facilities at Sir Richard Arkwright's Cromford Mills - both present and potential.
<b>Arlington Business Parks (Goodman Business Parks)</b>	Review of struggling food and beverage operations at three of their parks. Solutions suggested and implemented, including the sub-let of three units to O'Brien's Irish Sandwich Bars and interim management arrangements for three licensed bars.
<b>Arsenal Football Club</b>	The redesign and redevelopment of two kiosks at the Emirates Stadium. Very impressive increase in both sales and fan satisfaction/feedback.
<b>Aspire Sports And Cultural Trust</b>	The market testing of their catering concessions at GL 1 Leisure Centre and Oxstalls Tennis Centre, both in Gloucester. On-going support to both operations, one outsourced, one 'in-house'.
<b>Boddingtons Pub Company</b>	Development of a pub food package.
<b>Bolton Arena</b>	Assistance with the development of their core food and beverage facilities and subsequent advice, including major events planning (e.g. Commonwealth Games 2002).
<b>Bolton Wanderers Football Club</b>	Part of a development team appointed by the Club to assist them with the development of a leisure park, including their new 25,000 all-seater stadium. Responsible for all food and beverage elements.
<b>Borough Of Broxbourne</b>	The market testing and redevelopment of the food and beverage facilities at both Grundy Park Leisure Centre and Cedars Park.
<b>Brighton &amp; Hove City Council</b>	Advice on the renewal of the catering concession for The Brighton Centre.
<b>British Waterways</b>	Business planning, complete concept development, implementation and post launch monitoring of several pilot retail / café / information operations.
<b>Bushey Golf &amp; Country Club</b>	Advice on the extension and development of their catering facilities (on more than one occasion!)
<b>Butlins Entertainment Resorts</b>	Study of feasibility report and production of an executive summary and forward-issues document.
<b>Catering Quality Audits</b>	<p>The development of a bespoke Catering Quality Audit System and its subsequent use by many venues and contract caterers, both jointly and independently. Locations have included:-</p> <ul style="list-style-type: none"><li>§ <b>Aintree, Cheltenham, Chepstow, Chester, Goodwood, Haydock Park, Lingfield Park, Musselburgh, Newcastle, Newmarket (x2), Royal Windsor, Uttoxeter, Wetherby, Wolverhampton &amp; York (Racing).</b></li><li>§ <b>Twickenham Stadium &amp; Aviva Stadium, Dublin (Rugby).</b></li><li>§ <b>Emirates Stadium, City of Manchester Stadium, Liberty Stadium, Molineux Stadium &amp; Walkers Stadium (Football).</b></li><li>§ <b>Lord's Ground, MCC, Rose Bowl, Hampshire CCC &amp; Riverside County Ground, Durham CCC (Cricket).</b></li><li>§ <b>Trades Hall Of Glasgow (Function Venue).</b></li><li>§ <b>Croke Park, Dublin &amp; Millennium Stadium, Cardiff (Various Events).</b></li><li>§ <b>Wembley National Stadium (All Events).</b></li></ul>

<b>Celtic Football Club</b>	Advice on the food and beverage elements of their hosting of the Glasgow CWG 2014 Opening Ceremony.
<b>City Of Kraków, Poland</b>	Catering strategy review for the redevelopment of the Municipal Stadium - Wisła Kraków.
<b>Clevedon Pier</b>	Concept origination and the design development of new catering operations.
<b>Crewe &amp; Nantwich Borough Council</b>	Review of all food and beverage facilities. Development and implementation of a commercial development strategy, including overseeing the redevelopment of the Lyceum Theatre, Crewe.
<b>Delia's Canary Catering</b>	Development of public catering operations for Norwich City Football Club's new South Stand. Subsequent involvement with a corner infill stand.
<b>Durham County Cricket Club</b>	Ongoing strategic development advice for the enhancement of the facilities and profit generation at their Riverside County Ground, Chester-Le-Street.
<b>Everybody Sport &amp; Recreation Trust</b>	Group-wide review of catering potential and subsequent assistance with the phased setting up an in-house department.
<b>Fitzers Catering</b>	Review of their Croke Park, Dublin operations and strategic advice on a range of facilities and opportunities. Assistance with their successful bid for a new 5 year Croke Park contract, in a fully competitive tender situation.
<b>Goodwood Racecourse</b>	The design, development and project management of a new champagne & seafood operation.
<b>Great British Holiday Parks (Park Resorts)</b>	Strategic group-wide review.
<b>Guildford Borough Council</b>	Review of three of their facilities (Millmead House, Gallery House and the Electric Theatre) with subsequent involvement with the implementation of our recommendations and business development support at all three locations.
<b>Guildford Spectrum Leisure Complex</b>	Market testing of the catering contract at the largest, most exciting leisure complex of its type in the UK. Advice throughout the procurement process, including some complicated negotiations, culminating in the launch of a new Contractor on improved terms with significant capital investment, new brands etc. Extensive subsequent post launch support.
<b>Halo Leisure</b>	Group-wide review of their leisure catering operations and assistance with the implementation of the recommendations, along with the launch of a new café facility at a new-build leisure centre. On-going advice on various new development opportunities.
<b>Hampshire County Cricket Club</b>	Development of the original food and beverage facilities for their new county ground at West End, Southampton. Subsequent involvement in the development of a service level agreement, plus a monitoring role.
<b>Heart Of Midlothian Football Club</b>	Retained to assist the Club to develop the food and beverage operations at Tynecastle, including the successful re-let of their catering contract and the development of a food and beverage masterplan for their proposed new stand.

<b>Hertfordshire County Council</b>	Review of their dated cafeteria operation at County Hall, Hertford. Production of redevelopment proposals for a multi-use operation. Market testing the opportunity through all redevelopment and contract stages. Large annual subsidy replaced by zero subsidy on the 'core' operation with significant revenue for the Council from commercial functions.
<b>Hertsmere Borough Council</b>	Complete development of catering facilities for their new arts and entertainment centre at Borehamwood. In addition development work on their Furzefield, Hartspring and Wyllyotts centres. Also development, from scratch, of food and beverage facilities at Elstree Film Studios.
<b>Hull City Council/ Hull Kingston Rovers</b>	Advice on the design, layout and contractual arrangements for the new multi-use Kreate North Stand. At the same time market testing the overall catering contract at the Club's Craven Park Stadium. The contract was successfully let to a new Caterer.
<b>Kensington Oval, Barbados</b>	Assistance with their bid for the Cricket World Cup 2007 and development of the grounds food, beverage and commercial facilities.
<b>Leisure Parcs</b>	Complete development and delivery of a turnkey fish & chip restaurant on Eastbourne Pier.
<b>Liberty Stadium, Swansea</b>	Advice on every food and beverage aspect for the Liberty Stadium, Swansea, with a retained, ongoing development and monitoring role.
<b>Lightbox, Woking</b>	Advice throughout for the development of this highly impressive new gallery and museum, including initial concept origination, detailed development & equipment procurement, market testing, contract mobilisation etc.
<b>Mersey Ferries</b>	Development of their catering facilities both on-board the ships and within the ferry terminals and occasional 'hands on' operational support.
<b>Middlesbrough Football Club</b>	Development of food and beverage facilities for the Cellnet Riverside Stadium. Hotel development feasibility study for their Rockcliffe Park Training Complex.
<b>Millennium Stadium, Cardiff</b>	Advice on the renewal of their catering contract and the development of a service level agreement, plus an on-going monitoring role.
<b>National Stadium, Warsaw, Poland</b>	Catering strategy review for Poland's new National Stadium.
<b>Newbury Rugby Football Club</b>	Provided advice and assistance to the Club on the development of commercial food and beverage facilities at their new ground.
<b>Northern Racing</b>	Review of catering operations at Uttoxeter and Newcastle Racecourses (including utilisation of our Catering Quality Audit System) and strategic, group-wide recommendations to the main board.
<b>Pavilion Motorway Services</b>	Development of new catering concepts at Bangor and Scotch Corner.
<b>Pleasurewood Hills American Theme Park</b>	Review of catering operations and an outline proposed development plan and then involvement in its implementation, including the complete outsourcing of their food and beverage operations.
<b>Priory House, Dunstable</b>	Development of all aspects of a café and function business within this historic venue, with a subsequent overseeing/development role.

<b>Pubmaster</b>	Assistance with a pub estate classification project and development of catering within the group.
<b>Purbeck Sports Centre</b>	Review of their food and beverage operations in the context of a major redevelopment. Market testing and the selection of a high quality local Operator. Dealt with all redevelopment and contract issues through to re-launch and beyond.
<b>Qatar (Doha)</b>	Commissioned to research, review and analyse the potential to develop a contract catering business in Qatar, with particular emphasis on the numerous sports venue developments and major events.
<b>Route 148 American Diner, Cromer</b>	Review of a loss making restaurant, operational support to successfully turn this round whilst market testing the site both locally and nationally. Local and national interest was secured and the site was let to Burger King (one very happy Client!!)
<b>Saltdean Lido</b>	The masterplanning of the food and beverage operations for the re-opening of this iconic operation.
<b>Shell International</b>	Contract to develop foodservice concepts for their international markets, including training workshops in Rio de Janeiro - and Milton Keynes!
<b>Southampton City Council</b>	Full development of the catering facilities for their re-vamped Tudor House Museum. Production of a re-development scheme for Fountains Café and the reception area at the Southampton Guildhall.
<b>South Hams District Council</b>	Review of their South Dartmoor Leisure Centre and advice on the development of the food and beverage facilities at their Kingsbridge Centre.
<b>St Andrews Links Trust</b>	A review of their existing food and beverage operations with recommendations for both short term development and longer term strategic planning.
<b>States Of Jersey, Springfield, St Helier</b>	Part of a review team developing a strategy and development plan for the Island's main stadium site and project management of same.
<b>Sunderland Athletic Football Club</b>	Development of all food and beverage facilities for their new 42,000 seater Stadium of Light.
<b>Thames Clippers</b>	Advice and assistance re the market testing of the concession for the catering on board their vessels. Subsequent performance review.
<b>The Famous Grouse Experience</b>	Initial review and the subsequent market testing of their catering operations at Scotland's oldest working distillery and most visited whisky visitor attraction. The contract was successfully let to a local, dynamic contract caterer.
<b>The National Trust</b>	The design and project management of a new bar operation at Ickworth House, Bury St Edmunds. Subsequent design of a new café operation and various kitchen redevelopments.
<b>The University Of Glamorgan</b>	Development of new catering facilities for their Merthyr Learning Quarter.
<b>Thomas Deacon Academy, Peterborough</b>	Review and development of the catering operations at this new flagship Academy in the context of taking the catering 'in house' from the previous FM provider.

<b>Trades Hall Of Glasgow</b>	Initial review and recommendations. Development of a visitor attraction catering offer, meetings and conference catering and a select list of caterers for functions. Subsequent auditing and development role.
<b>101 Travel Café, Tunbridge Wells</b>	Masterplanning advice and development role for this innovative café and restaurant concept.
<b>Twickenham Experience</b>	Development of performance standards and reviews and evaluation of foodservice operations. Subsequent involvement in improvements and re-developments, including, for example, the redevelopment of their level 4 public catering units (with increases in liquor sales of between 499.2% - 983.4%!). Production of a public catering masterplan with an ongoing role in its execution (with similarly successful results!). Development and full project management of all food and beverage facilities for the new South Stand (with circa 5,000 hospitality covers!).
<b>University Of Oxford, The University Club</b>	Operational review with recommendations for improvements, both short-term and in the context of the proposed development of a new facility.
<b>University Of Sussex</b>	Various reviews and redevelopments including the development of an in house common room café brand.
<b>Watford Football Club</b>	Redevelopment of the food and beverage operations at their Vicarage Road Stadium, including the redevelopment of two stands. Subsequent involvement with a redevelopment scheme for the Club's training complex at London Colney.
<b>Welsh Institute Of Sport</b>	Catering and accommodation review and helping the in-house team with their bid preparation for market testing. (They won, in spite of fierce competition!)
<b>Wembley National Stadium</b>	Contract to monitor foodservice operating standards at the old Wembley Stadium, leading on to a contract to assist them with their hospitality negotiations and standards monitoring for the FA events at grounds around the country. Monitoring contract re-won in 2007! Additional involvement in managing their service level agreement with their contact caterer and the design and project management of various food and beverage redevelopments.
<b>York Minster</b>	Review of catering potential at The Minster and subsequent involvement in the implementation.