



Frisch's
BIG BOY[®]

**Evolving an Icon for the
Next Generation**



Agenda

1. Brand Overview
2. The Challenge
3. Reframing the Brand
4. Strategic
Recommendations
5. Execution & Impact
6. Appendix

Brand Overview

- Founded in 1939 by Dave Frisch
- First location: Cincinnati, Ohio
- Introduced double-decker “Big Boy” burger
- Influenced major fast food competitors like McDonald’s and Wendy’s
- Built on quality, consistency, and family dining
- Strong regional identity and nostalgia
- Core values: Quality, Family, Community, Accountability, Fun



Brand Overview



- ~80–90 locations in the Midwest
- Core markets: Ohio, Kentucky, Indiana
- Loyal, family-oriented customer base
- Limited Gen Z engagement
- Franchise-supported model
- High investment + onboarding process

SWOT

Strengths

- Strong emotional connection + nostalgia-driven brand (multi-generational loyalty)
- Iconic identity (Big Boy, tartar sauce, diner experience)
- Established presence in Midwest with built-in brand awareness
- Proven ability to drive traffic when targeting the right audience
- Simple, recognizable menu that delivers consistency

Weaknesses

- Aging customer base with low Gen Z engagement
- Declining store count + operational challenges in recent years
- Traditional dine-in model is too slow for modern consumers
- Weak digital presence + limited connection to how younger customers discover food
- Past menu innovation hasn't resonated with new audiences

Opportunities

- Gen Z dines out more frequently than any other generation
- 64% of Gen Z orders takeout/delivery weekly → high-frequency behavior
- College campuses = built-in traffic + habit formation
- Gen Z values experience, community, and social sharing (not just food)
- Expansion into new regions (Southeast migration trend)
- Alumni-based franchise model = emotionally connected operators

Threats

- Intense competition from fast-casual + quick-service brands (faster, cheaper options)
- Rising labor + food costs across the restaurant industry
- Industry shift toward convenience, delivery, and digital ordering
- Declining relevance of traditional dine-in concepts
- Risk of alienating loyal customers if modernization feels forced
- Ongoing closures + financial pressure within the brand

The Challenge

How do we make a legacy brand relevant today without losing its identity?

- Aging core audience
- Limited geographic reach
- Low Gen Z engagement
- Early closing hours reduce relevance



Reframing the Brand

College students represent a high-value growth segment

- High-frequency dining behavior
- Built-in foot traffic
- Habit-driven consumption

College is where lifelong brand loyalty is formed



**LEGEND CAN'T
BE IMITATED**

[VIEW LOCATIONS](#)

Only One
Franchise's
BIG BOY®
31 LOCATIONS OPEN



Brand Strategy

Market Positioning & Brand Strategy

- Embed Frisch's "Big Boy" in college ecosystems
- Leverage alumni-driven growth
- Focus on long-term relevance
- Maintain core brand identity



A collage of various food items including burgers, fries, omelets, and a mascot character. The items are arranged on a light blue background. The text "Business Model" is overlaid in a large, black, cursive font.

***Business
Model***

Business Model & Operations

On-Campus Expansion

- Smaller, flexible store formats
- Focus on breakfast and lunch
- High-volume, quick-service model
- Efficient operations

Why it works?

- Built-in demand
- Predictable traffic patterns
- Lower acquisition cost
- Higher visit frequency





Growth Strategy



Growth Strategy

On-Campus Expansion

Short-term Growth Driver

- Captures students at point-of-need
- Integrates into existing campus dining ecosystems
- Benefits from guaranteed daily foot traffic
- Lowers reliance on traditional marketing channels

Alumni Franchise Model

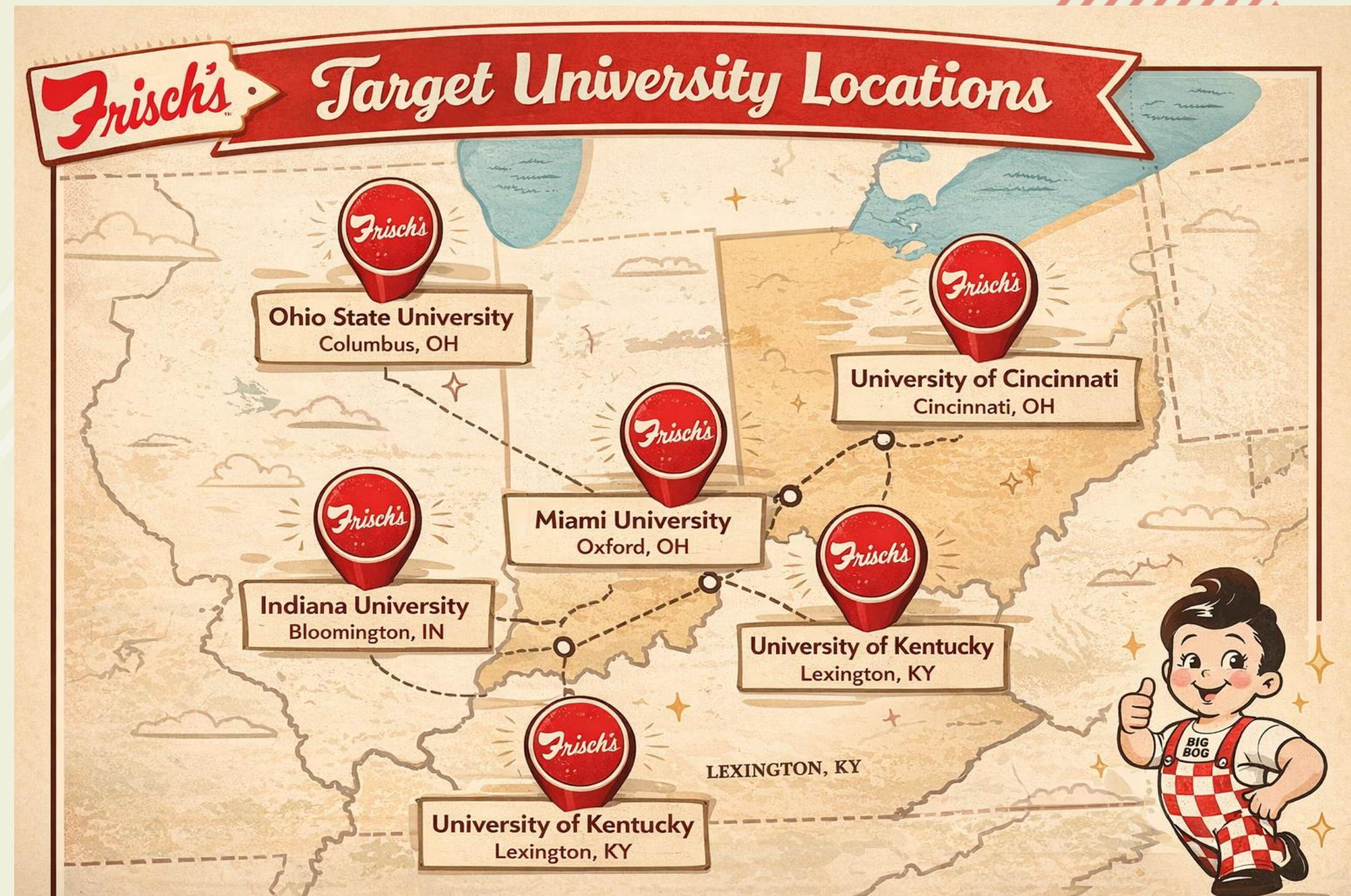
Long-Term Growth Engine

- Student-to-Owner Pipeline
- Strengthens local market authenticity and trust
- Reduces franchisee acquisition costs
- Encourages long-term, community-rooted ownership
- Supports multi-unit growth through alumni networks



Target Campus Markets

- Ohio as primary growth market
- Target high-density universities:
 - Ohio State University (Columbus, OH)
 - University of Cincinnati (Cincinnati, OH)
 - Miami University (Oxford, OH)
- Expand to nearby Midwest campuses:
 - Indiana University (Bloomington, IN)
 - University of Kentucky (Lexington, KY)
- Large student populations + strong dining demand





THE OHIO STATE
UNIVERSITY

PARTNERSHIP WITH OHIO STATE UNIVERSITY

DEVELOPING THE NEXT GENERATION OF FRISCH'S FRANCHISE OWNERS



Frisch's
BIG BOY.



FRISCH'S FRANCHISEE SCHOLARS

A PIPELINE FROM CLASSROOM TO CAREER TO OWNERSHIP

1

PARTNERSHIP

- Formal partnership with **Ohio State MBA Program**
- Access to faculty, resources, and student talent
- Align curriculum with real-world franchising experience



2

RECRUIT & SELECT

- Competitive application process for high-potential MBA students
- Selected as "**Frisch's Franchisee Scholars**"
- Receive scholarships, funding support, and exclusive training



3

TRAIN & DEVELOP

- Hands-on training in operations, management, finance, and brand standards
- Mentorship from experienced Frisch's operators and leaders
- Rotations through restaurant locations for real-world experience



4

LAUNCH

- Preparation for post-graduation franchise ownership
- **Partial funding** and reduced financial barriers
- Guidance on location selection, operations, and startup



5

OWN & GROW

- Open and operate their own Frisch's restaurant
- Join a network of alumni franchise owners
- Opportunity for multi-unit ownership and long-term growth



BUILDING FUTURE LEADERS. EXPANDING TOGETHER.

A mutually beneficial partnership that develops entrepreneurial talent, strengthens the Frisch's brand, and creates a sustainable pipeline of community-rooted franchise owners.



Implementation Timeline

Phase 1: Pilot

Years 1-2

- Launch 3–5 campus or campus-adjacent locations
- Focus on Midwest universities (Ohio priority markets)
- Establish university dining partnerships
- Pilot alumni franchise (Franchisee Scholars) program
- Validate demand and refine operational model

Phase 2: Scale

Years 2-3

- Expand to 8–12 locations in high-performing markets
- Standardize campus store format and operations
- Grow Franchisee Scholars pipeline across partner universities
- Strengthen brand presence within college ecosystems

Phase 3: Expansion

Years 3-5

- Reach 15–20+ campus-focused locations
- Expand beyond Midwest into select national universities
- Scale alumni franchise network for multi-unit ownership
- Establish a sustainable, repeatable growth model

Competitors

Frisch's

Campus-based presence

Social + nostalgic experience

Alumni-driven ownership

Competitors

Mostly off-campus

Convenience-focused

Traditional franchise

COMPETITIVE POSITIONING

Frisch's competes in the campus dining landscape. Here's how we compare:



COMPETITORS	FRISCH'S BIG BOY	CHICK-FIL-A	SUBWAY	PANDA EXPRESS
EXPERIENCE	Full-Service, Nostalgic & Family Dining	Fast, Friendly, and Efficient	Quick & Customizable	Fast, Fresh, Asian-Inspired
SPEED & CONVENIENCE	Sit-Down Service, Higher Wait Times	Quick Service with Strong Flow	Very Fast, Build-Your-Own	Fast & Grab-and-Go
TARGET CUSTOMER	Families, Alumni, Midwest Locals	Students, Families, Faith-Based Community	Students & Health-Conscious Diners	Students Seeking Bold Flavors
KEY STRENGTH	Legacy Brand, Signature Burgers, Emotional Connection	Service Excellence, Strong Brand Loyalty	Customization, Global Presence	Bold Flavors, Consistency, National Reach



KEY TAKEAWAY:

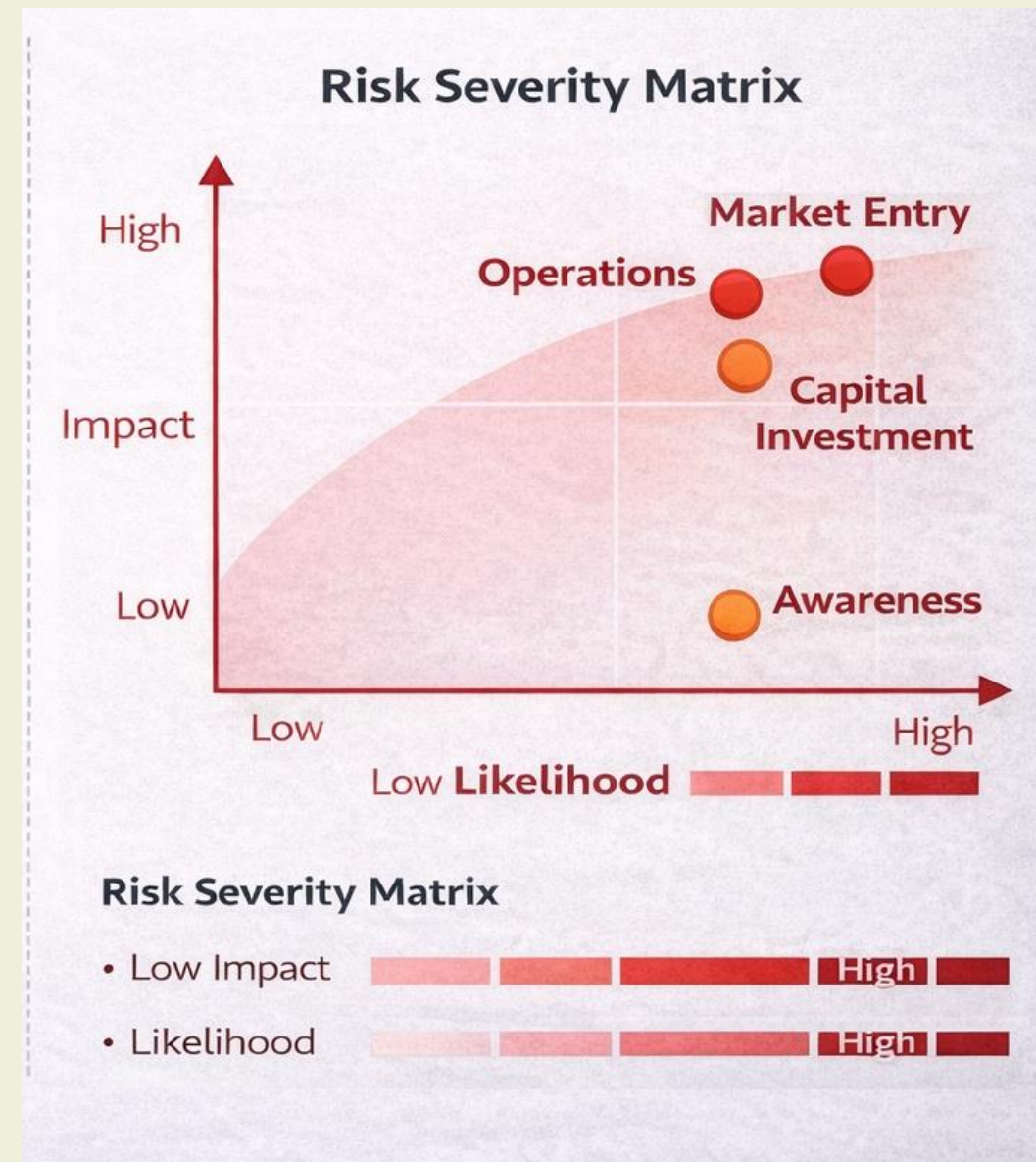
Frisch's brings legacy and a memorable experience. Our opportunity is to combine that with today's speed and convenience to win with a new generation.



A stylized illustration of a diner counter. In the center, a small figurine of a waitress with dark hair, wearing a white apron and red-and-white checkered pants, stands on a red-and-white checkered mat. To her left is a vanilla milkshake with whipped cream and a cherry. To her right is a chocolate milkshake with whipped cream and a cherry. In the background, an American flag is mounted on a pole. The entire scene is set against a blurred background of a diner interior with blue and white elements.

Risk & Execution

Risk & Mitigation



Risks

- University partnership barriers
- Franchise inconsistency across operators
- Low brand awareness in new markets
- High financial barriers to franchise entry

Mitigation

- Start with campus-adjacent locations and build university relationships
- Implement structured training, mentorship, and Franchisee Scholar pipeline
- Leverage campus presence and alumni networks for organic growth
- Offer partial funding, incentives, and reduced financial barriers

Impact

- Reintroduces Frisch's to a new generation
- Embeds the brand into everyday student life
- Builds loyalty through lived experiences
- Creates future owners who believe in the brand
- Expands growth through community and connection
- Extends nostalgia beyond childhood
- From early memories → college milestones
- Keeps Frisch's part of life at every stage



Appendix

References

Frisch's Big Boy Brand Story

<https://www.frischs.com/story/>

Frisch's Locations

<https://www.frischs.com/participating-locations-2/>

Cincinnati.com – Frisch's 75-Year History

<https://www.cincinnati.com/story/entertainment/dining/2022/07/14/frischs-big-boy-75-years-history-cincinnati/10009985002/>

Mashed – First Big Boy Restaurant Experience

<https://www.mashed.com/1589658/eating-first-big-boy-restaurant-experience/>

YouTube – Frisch's

Brand/Experience Video

<https://youtu.be/hldn7NkDWus>

Supporting Research

- [Franchise models rely on operator consistency and training for scalability](#)
- [College campuses drive high-frequency, habit-based consumer behavior](#)
- [Early brand exposure increases long-term customer loyalty](#)
- [Campus dining ecosystems create built-in demand and foot traffic](#)
- [Alumni networks strengthen community-based business growth](#)

Key Assumptions

- Universities will allow or support campus-adjacent food partnerships
- Students will adopt Frisch's as part of daily routines (breakfast/lunch)
- MBA partnerships can be established for franchise pipeline development
- Reduced financial barriers will increase franchise participation
- Brand nostalgia will resonate with both existing and new audiences

