

FAST-CASUAL CHAIN

(美) 瓦莱丽·克利弗 / 编 鄢格 / 译

连锁餐厅

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Interior and Architectural Concepts for the Fast-Casual Chain

连锁快餐厅建筑室内设计理念

When it comes to the creation of a successful fast-casual restaurant, savvy restaurant operators know that every aspect — from concept development to site selection to build-out and design — must work together. That does not mean there are not hurdles on the road to opening day, but the more organized the operator, the better chance they have for success.

若要成功打造一个连锁快餐厅，睿智的经营者应该熟知其涉及的每个方面，从选址到建造再到设计，所有的环节必须融合在一起。即便如此，这并不意味着从最初构思到餐厅营业能够一帆风顺，但是越是精心策划，成功的几率就会越高。



McDonald Concept Racine in Villefranche-de-Lauragais, France 麦当劳概念店，法国洛拉盖自由城

Building your brand

Fast-casual interior and architectural design is about more than what patterns to choose for the chairs or the type of slate rock needed for the retention wall. This guide covers everything that new or existing restaurateurs need to know in order to build and grow their brands from the ground up. After all, in today's competitive restaurant environment, fast casuals are poised to experience startling success, and the well-designed brand will garner a great amount of consumer interest and sales.

To be successful, the best fast-casual brands have found their niche and stuck with it. Whether an operator is looking to capture the bakery café, Asian, fresh-Mex or burger market, a well-defined brand can mean the difference between one that flourishes and one that founders.

When looking to expand an existing operation or build one from scratch, it is important for operators to define their brand and what they want it to mean to their guests.

'Even the most successful brands must constantly adapt to keep pace with cultural changes and shifting consumer preferences,' said Duke Marketing founder and president Linda Duke. 'Owning a powerful brand enables you to capture and retain consumer loyalty, and provides the leverage and credibility to expand your brand into new markets and categories and to introduce new products.'

Finding the right niche is a key element in establishing a strong and lasting concept.

'In Texas, opening a Mexican restaurant would be hard because of the established chain restaurants and mom and pops. It is important to know your market — what is existing, what is working for the operators already there and what is a way to differentiate yourself,' said Paul Munsterman, president of Dallas-based Monster Design. 'There are ways to spin off

建立自己的品牌

连锁快餐店的建筑室内设计不仅仅是选择何种样式的座椅或者采用何种规格的板岩建造护土墙。这一指导准则涵盖多个方面，有助于餐厅经营者打造属于自己的特色品牌，在众多餐厅中脱颖而出。总之，在现今餐厅经营竞争日趋激烈的市场环境下，连锁快餐店仍然能够蓬勃发展，精心策划的品牌形象毋庸置疑带来了极大的帮助。

那些突出的品牌餐厅已经找到属于自己的领地，并取得成功。对于一个经营者来说，无论选择进入何种市场，面包烘焙、亚洲餐饮、墨西哥餐饮或者汉堡制作，一个明确定位并精心策划的品牌往往能够起到至关重要的作用。

无论将原有餐厅进行扩建或者打造一家新的餐厅，经营者首先要进行品牌定位，并清晰地向顾客传递出其多蕴含的意义。

杜克营销传播公司负责人，琳达·杜克（Duke Marketing，加州一家整合营销传播公司），曾经说过：“即便是非常成功的品牌也需要不断地改进，以去迎合不断变化的文化及顾客喜好。拥有一个成功的品牌可以帮你留住顾客，为进军新的市场和领域提供信誉保证，便于推出新的产品。”

市场定位是建立有力而持久品牌的重要元素。

保罗·穆斯特曼（Paul Munsterman）达拉斯一家营销机构（Monster Design）负责人这样说：“要想在得克萨斯州成功开设一家墨西哥餐厅一定是非常困难的，因为这里的文化和已有的连锁餐厅类别，

into different directions rather than go straight into the competition.’

Restaurateurs must perform a solid amount of brand analysis and due diligence to identify the specific message they want to convey and the type of niche they want to fill. Part of that research includes a demographic and psychographic analysis and a competitive breakdown of existing brands in local and regional markets. Part of the research should include income levels for the markets the operator is looking to reach.

Your brand should be derived from who you are, who you want to be, and who people perceive you to be.

‘Checking what the average income is in the area will help to dictate how much you should spend in terms of design and architecture,’ said Michelle Bushey, creative director and partner with Dallas-based Vision 360 Design. ‘You do not want to design yourself out of your neighbourhood or surroundings.’

Bushey worked on the concept development of Dallas-based Mooyah Burgers & Fries and said having a good business plan for any concept plays a huge role in its developmental success.

‘Creating a plan in which to work from takes time and research,’ she said. ‘Your plan should provide breakdowns of costs and expenses, which will help determine the amount of business you need to generate to both break even and make a profit. Some clients use market research firms, but if you do not have that in your budget you can start putting the information together yourself through your local chamber of commerce or commercial real estate brokers.’

Almost every community has a chamber of commerce, which can provide demographic and real estate breakdowns of the region an owner or operator is trying to reach. More research can be done at local libraries and by visiting regional and national restaurant association Web sites.

对于餐厅经营者来说，一定要熟知即将进入的市场——市场中已存在的条件、对自己的影响以及如何使自己脱颖而出。相对于直接进入一个竞争激烈的市场，转变进入方式更为重要。”

餐厅经营者必须进行一定的品牌分析，明确确认想要传达给顾客的信息以及自己的定位。其中一部分调查包括餐厅所处地区的人口和心理特质分析、当地及区域市场已有品牌分析。除此之外，还应包括市场人群收入水平。

品牌设计源于“你是谁，你想成为谁，你在别人眼里是谁”

米歇尔·布希 (Michelle Bushey)，Vision 360 Design 设计公司创意总监及合伙人，曾经说过：“了解一个地区的平均收入可以帮助你计算出你在建筑和设计方面的预算，不要超过周围其他餐厅。”

布希在达拉斯一家名为 Mooyah Burgers & Fries 的汉堡快餐店制定品牌发展规划时说：“一个合理的经营计划在未来发展中起到至关重要的作用。”

她还提到：“制定一个可行的规划需要花费时间深入调查研究。规划中应该提供各种成本数据，以便于计算出如何经营以保持收支平衡或者获得利润。一些经营者委托市场调查公司作出规划，但是如果没有这方面的预算，也可以从当地商会或者商用房地产经纪人收集数据信息，自己制定计划。”

基本上每一个社区都有自己的商会，可以提供该地区的人口统计及房地产方面信息。当然，也可以到当地图书馆或者国家餐厅协会网站查找相关信息。

Relating to your customer

Once you have defined your brand, it is important to note how your brand will relate to the customer.

‘A lot of people are focused on the brand from the outside in as one way to relate to the customer visually, but there’s also the other side, which is looking at the brand from the inside out,’ Munsterman said.

Munsterman is referring to the brand message that restaurant employees can relay to the customer and how those staff members project and understand the brand. ‘It is really educating those employees on what the brand message is,’ he said. ‘I think a lot of places do not focus on that enough. If the staff does not understand how to portray the brand message to the customer, I think there is a missed opportunity.’

Studying the area’s demographics and establishing focus groups are other ways operators can connect with and understand their guests. Comment cards also can be useful.

‘It’s always a surprise to hear what people have to say. Then you can refine and define your brand based on that information,’ Munsterman said. ‘If you are a start-up, there is much more strength in knowing what you are doing from the beginning. Friends and family focus groups work to a degree, but getting people into a room that fit right into your demographic really makes a difference.’

Operators also can connect with their guests outside the walls of the restaurant. By supporting local fund-raising events or school athletic teams, operators can further bond with the members of their community, build relationships and increase their foot-print.

Visually, murals, photos and memorabilia of the community and other artwork can connect with guests on an aesthetic level.

与顾客建立联系

品牌确定之后，应在其与顾客之间建立联系。

穆斯特曼提出：“许多人习惯将品牌从外向内与顾客之间建立联系，这是其中的一种方式。其实，从内向外也可以是一种方式。”

穆斯特曼上面提到的是指餐厅员工如何理解并向顾客传达的品牌信息。“这其实是在教会员工理解什么是品牌信息，很多餐厅在这方面做得都不够。如果员工不知道如何向顾客传递信息，那么我想就错失了一个机会。”

对于餐厅经营者来说，研究当地的人口因素并确立目标顾客群是了解并与顾客建立联系的另一种方式。意见反馈卡也能起到一定的作用。

“大家的建议经常能够带来惊喜，可以根据他们的意见完善和确立自己的品牌。”穆斯特曼如是说。“如果是初次尝试，在最初就明确自己的目标可以带来更多的便利。以朋友圈和家庭为调查对象可以取得一定程度的效果，但是如果能够把很多人聚集在一起则会收到更大的成效。”

当然，经营者还可以把大家聚集到餐厅外面，例如举办当地募捐活动或者学校运动会等，也不失为与潜在顾客建立联系的好方式。

另外，也可以通过社区内的墙画、图片和纪念品来与顾客群在艺术层面上建立一定的联系。

Franchisees with Jacksonville, Fla.-based Firehouse Subs are charged with commissioning a painted mural at each location, representing the local community and its fire department. Restaurant franchisees also are encouraged to hang photos and memorabilia purchased or donated by fire departments in their communities.

Firehouse Subs was founded nearly 14 years ago by firefighting brothers Robin and Chris Sorensen. The fire-house theme runs through each of the chain's more than 300 locations.

'It is a great way to build community rapport,' said Don Fox, Firehouse Subs' chief operating officer. 'Particularly when we go into a new market, it is a great opportunity for the franchisee and area rep to reach out into the community.'

Part of the chain's brand touch point is a condiment station filled with bottles of different hot sauces — an idea that was launched by chain guests.

The first restaurant did not offer hot sauces, so customers started bringing in their own and leaving them on the counter for later use.

'They would start to accumulate at the restaurant,' Fox said. 'They became conversation pieces and an opportunity to engage with and talk to the guest. Now, we have up to 50 hot sauce bottles.'

The hot sauces are complimentary and serve as another way the brand connects with its guests.

Build your brand image: from logo to menu development

Branding elements can come in a variety of shapes and sizes, but those elements need to extend throughout the entire chain and dining experience. But before the groundwork for those brand elements is laid out, a restaurant name and logo design must be developed.

Firehouse Subs (美国知名连锁快餐厅) 的每一家餐厅内都有一幅代表当地社区和消防部的墙画。除此之外, 餐厅内还可以悬挂社区消防部购买或者捐赠的各种图片。

14 年前, Firehouse Subs 由消防队员罗宾·索伦森和克里斯·索伦森兄弟二人成立, “消防”这一主题贯穿于 300 多家分店内。

丹·福克斯 (Firehouse Subs 的业务总裁) 提到: “与社区建立联系是一种特别有效的方式, 尤其是在进入新的市场时, 这会带来很多的机会。”

品牌的触点即为一个调味品台, 上面摆满了各种盛满热辣酱油的瓶子, 这个想法是由顾客提出的。

Firehouse Subs 第一家店没有提供热辣酱油, 所以顾客开始自己带到餐厅来, 然后就留在那里供后来的顾客使用。

“然后这些调味酱就开始在餐厅聚集起来”, 福克斯说到, “这些瓶子成为了谈话的话题, 增加了我们和顾客交谈的机会, 现在我们总共有 50 瓶由顾客提供的调味酱。”

这些热辣酱油同样已经成为了一种与顾客建立联系的方式。

建立自己的品牌形象: 从标识到菜单

品牌元素可以以多种形式和规模呈现出来, 但其必须渗透到每一家店内和每一次就餐经历中。在品牌元素运用之前, 首先要确立餐厅名称和标识。

'When thinking of names, we approach it very broadly at first. The ones that would appeal to us would be those that lend themselves graphically, but the sound and tone would connect more emotionally with customers', Munsterman said.

Once a name has been chosen, work can be done on the logo.

'A well-designed logo should be simple, compelling, memorable, relevant and versatile,' said Bushey.

'What you do with print, menu and logo development needs to relate directly to the food and design of the brand,' she said. 'It is a package deal. Your brand identity should be cohesive from start to finish.'

And from conception through execution, design — logo, signage or otherwise — should create solutions that can actually be implemented.

For example, Firehouse Subs easily depicts the brand message, and Daphne's Greek Café lets consumers know what type of restaurant they are visiting and the type of experience they should expect.

Munsterman said there are three main areas where the key brand elements should be implemented throughout a fast casual:

1. Signage
2. Interior design
3. Menu boards and the POS

Signage includes any outdoor message that could lead potential customers through the front door. The signage also should fit in with the type of brand message an operator is trying to convey.

Munsterman said when his company worked on the brand development of a restaurant in the Dallas region, 'but the sign fell way short. The materials just did not match what they could have done.'

“我们在取名字的时候，首先确定了一个很广的范围。吸引我们的那些名字在视觉上要图形感十足，在声音和声调上要与客户建立一定的精神联系。”穆斯特曼解释说。



One way to take a brand message from the exterior to the interior is to use design elements such as murals, framed artwork or other artifacts.



Figure 1. Logo of Burger King
Figure 2. Nando's Ashford in UK

图1. 汉堡王标识

图2. Nando's阿什福德店,英国

举两个例子, Firehouse Subs 可以很容易地传达出品牌信息, Daphne's Greek Café (Daphne's 希腊餐厅) 可以让顾客清楚地了解到他们就餐的餐厅类别以及能够带来的体验。

品牌确定之后, 就可以着手标识设计。

布希提到: “一个精心设计的标识应该是简洁有力的、引人注目的、令人难忘的、相关性强并且多样化的。

她还解释说: “关于印刷品、菜单和标识还应与餐厅食物和品牌设计紧密联系。这是一个整体, 品牌特色从头到尾都要体现出来。”

从构思到实施再到设计, 要确保找到合适的方式使标识、标牌或者其他元素都能够得到实际的应用。

穆斯特曼指出, 一个快餐厅内其中有三个地方必须体现出主要品牌元素:

1. 标牌
2. 室内设计
3. 菜单板和收银台

其中, 标牌主要在餐厅外传递信息并能够吸引顾客的到来。标牌应该与餐厅传递的品牌信息保持一致。在为达拉斯一家餐厅做品牌发展规划时, 穆斯特曼曾说过: “这个设计并不合乎标准, 元素之间没有实现融合。”

将品牌标识由外向内传递的一种方式即为运用设计元素, 如壁画、装裱的艺术作品或者其他工艺品。