

# restaurant development + design

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Hotel Restaurants Shine p40

Make Room for Kiosks p48



## Peer to Peer

travel center with a drive-thru. We have a broad portfolio of concepts, and we can scale the menu to the venue.

If somebody comes to me and says, "I've got 350 square feet over here," I know exactly what I can get in that space just by flipping through the portfolio of concepts we have. And that makes us very usable compared to some concepts that don't have the ability to flex. We always prefer to offer our full menu if we can, and if we can't, then we analyze if we want to be in the venue with a Dunkin' Donuts Express concept. And then we ask if it's the right thing to do for the life cycle of the brand in that area.

If it's the first Dunkin' in a major region, we might not go with a limited menu. For example, as we entered California, we brought full menu restaurants for street level, but then as the brand

gets more established in a market and the customer knows exactly what they can expect from Dunkin', we can then be flexible about what we bring.

### How do you adapt your plans to the nontraditional space?

**CB:** You want to maintain your brand standards to the extent you can. However, in some instances, there may be some existing design requirements. In the nontraditional world, you're really operating in someone else's house. So that landlord or host environment may have a design scheme that you have to work with. That is very common in airports. Washington/Reagan airport, for example, is very strict on what colors you can use and what the sign has to look like.

The biggest challenges come in high-security environments. So, military bases can be a challenge; airports

can be a challenge if your space is post-security. From a construction perspective, there are restrictions on getting tools into areas, and you may have to work overnight.

Getting a daily delivery of fresh bakery products to highly secured places requires preregistration of truck drivers and those kinds of things. It's not a secret that we have a couple of Dunkin' Donuts that are in the Pentagon. It's a challenge to get employees screened to work there. Those high-security protected locations are some of the most challenging for us.

### How does the back of the house change in nontraditional locations?

**CB:** With our concept, our back of house can be remote from the front of house. If we have a 300-square-foot kiosk in the lobby of an office building, we may



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