

# SHFM 2018 CIC Notes – Session Two

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- Where do you start with designing space?
  - Think through the flexibility, daily, short-term flexibility, as well as the long-term. Not jump straight into design.
  - It's important to engage all stakeholders, owner/corporation, users, as well as non-users of the space. It's important to take the time to vision the project. Also recommend touring other spaces and companies. Think in sections of time, 5, 10, 15 and 20 years.
  - Examples:
    - Technology firm examples - bring in the hospitality concept into everything you do
    - Make it feel like you are home, design for a multitude of uses
    - Banking firm, looking for bio-technology to recognize customers upon entry into the space
    - Amenity based space, with pop ups themes. Food halls with themes. Culinary based programs with concept chefs.
    - Open, clean design with an active kitchen during the day and a bar at night.
    - Adapting technology challenges include:
      - Most use of technology has been back of house
      - Now customers are driving the need for technology
      - Flexibility as well as thinking 5 to 10 years down the road is very important
      - At what point does technology and design get together in the process?
        - As soon as possible is the best answer
        - It becomes very hard to layer together all the elements later in the progress
        - Outcome driven or guests driven - taking a step back is important to the overall experience. Can create an issue again later in the process
        - Many times technology gets "kicked down the road", address it on the front
        - Make the end-user experience the focus. Don't isolate the experiences, which can be blurred together to make the experience more exciting

- Get the right people involved from the beginning, including:
  - Human Resources - The hope is that the HR person has done some prior research to know the audience using the space
  - Sales and Marketing
  - Corporate Psychologist
  - C-suite leaders
  - People who will inhabit the space
  - Operator and chef
  - The person who knows the physical space, i.e. where columns and air shafts, etc.
- Are the requirements different for flexible spaces:
  - Looking for equipment that can be used for more than one purpose
  - Permanent fixtures should be chosen with the long-term future in mind
  - Two big buckets, front of house and back of house
  - Flexibility in fixtures and furniture
  - Flexibility of backup spaces as well
  - Example: Surfaces that can heat and cool, but look like a counter top, therefore making them multi-purpose
  - Flexibility around equipment is very important
  - Infrastructure, how do you plan for power and drains, as well as cooking i.e. exhaust hoods, where does the duct work go?
  - Physical limitations of the building and codes must be considered.
  - There are more options for ventless cooking available today
  - Equipment that is more mobile and may require more power
  - Program for new vendors, current vendors won't always be there
  - How do you want to impact the overall guest experience? Plan ahead!
  - How can my guests do things by themselves, mobile and desktop can become extensions
  - How will the experience evolve over time?
  - Great vendors for cloud-based services are out there

- Flexibility of the hardware is an important consideration
- How does the staffing work with technology?
  - Redeploy the staff, they can serve great and more interesting roles
  - May provide a greater guest experience
  - How is this built into the design process?
    - Most labor is refocused to important to guest service
    - Technology should be clean and functional
  - Online and app ordering, how do you optimize the process?
    - You start to allocate the space with this in mind.
    - The pick-up area must be thought through
    - Can't be just waiting space, should be a different model
    - Planning for the space, it is not one size fits all, as well as technology does not solve every problem
    - One solution is two production streams, must be thoughtfully done or you irritate people with the process
      - Foodservice spaces are becoming used for second and third spaces for other purposes
      - Co-working within spaces, can be used to bring the community in
      - Guest perspective on these experiences, technology has increased the expectations of the users
      - What other technologies should be considered, What about smart space:
        - There are ways to aggregate our preferences from our mobile devices, through an app to avoid gathering too much personal employee information
        - It will become more seamless in the next 3 to 5 years
        - Technology includes cooking equipment, which can diagnose problems, consumption, etc.
        - Technology plays an important role in the design process, technology can tell us where people focus even in the drawing for the space
- How do you know when to change the space?
  - Data should drive these decisions
  - Why aren't we talking to non-users, as well as users
  - Study how people are using the space.
  - Using heat mapping to determine design
  - People have a much more flexible schedule today than the past. How to you adjust for the experience?

- There are a lot of ways to engage guests outside of the space, load up the grab and go before people leave
- How do you we if we are successful? What metrics are available?
  - Heat mapping in advance and then examining the metrics of the space after, did you increase your productivity or criteria?
  - What is the guest taking away from the experience?
  - Data that is traditionally tracked will help answer the question.
  - Set your goals in advance of the design process
  - Short and long-term KPIs, guest satisfaction, etc.
  - Measure the user experience, no matter what the technology
  - Measure both the front of the house and back of the house experience
  - It is a constant process of review and measurement
  - The expectation is this is a continuous process
  - Walk the staff through the process and the gains of the technology or design
  - Communication with the staff is very important
- When it doesn't go well, what causes that?
  - It is a varied set of reasons
  - How you address it as a team is important and then presenting solutions
  - We are much more aware to circle back to the users for feedback after implementation
  - There is a huge start up in implementation of equipment, etc.
  - What happens in something fails, there should be a contingency plan for processes
  - We must test things, especially with technology
  - Managing expectations is very important
  - Example: Starbucks app, improvements have been made over time and the app has great function now
- Audience Questions:
  - How do you design a space to handle the volume?
    - You must make assumptions on how many users there will be, there are well informed assumptions and we design to that assumed volume
    - When the volume is higher than anticipated, we need to think about repurposing flexible back of house design
    - Bring together a cross functional team to build it better enable to grow it 20 to 30 percent
    - Thinking about third party delivery, when it doesn't go well who do they call? Make it experience friendly.

- Lean principles are being used to manage this as well
- Post project training?
  - Great idea, something we should explore as an industry
  - Great way to manage your resources, labor, training, etc.
- Document the processes by your team
- Two issues with equipment:
  - Pantry on trading floor, we have noise component
    - Do you have white noise? In the planning, the commercial equipment can be tucked away to manage noise and look of the equipment
  - Commercial equipment without the commercial look