

King-Casey Case Study

Finagle

Bakery Cafe



BRAND-RETAIL INNOVATORS

New Prototype Gets Most Bang for the Buck, Streamlines Operations and Increases Sales

In tough economic times, it is more important than ever for restaurant chains to differentiate themselves, improve efficiencies, reduce costs and boost returns on investment. Finagle has done just this with its new bakery café prototype designed by King-Casey.

An Eye on Costs

Outfitted with rich wood finishes and deep colors, the new 1,200 square-foot Finagle Bakery Café prototype which opened in late 2008 in Cambridge, MA certainly looks expensive. And it looks far different from its predecessor, a utilitarian cafe with white tile, stainless steel and bright fluorescent lighting. Yet the prototype costs about the same to build as the older incarnation.

That wasn't easy; it required King-Casey and Finagle management to make wise decisions regarding fabrics, finishes and fixtures. "We had to pick and choose carefully," says Finagle co-owner Alan Lichtman, who with his wife, Laura Trust, owns the 20-unit fast-casual chain.

Lichtman says that Finagle, formerly known as Finagle A Bagel, needed to reposition the brand and update its utilitarian look and feel to keep pace with other fast-casual concepts, whose comfortable decor encourages customers to linger with laptops and lattes. "We have always focused on the food," Trust says. "We realized we had to change the environment to improve the dining experience of our guests."



Two separate order and pay zones improve speed of service and traffic flow.



Wallpaper emblazoned with brand value enhancing messages was too costly to use everywhere, so it was used on a limited basis to create visual impact areas.

Prototype Goals

Finagle hired King-Casey to design and develop the prototype. Goal One: Reposition the brand beyond its quick-service bagel reputation, says King-Casey principal Tom Cook. Goal Two: Keep to a budget of \$600,000, only slightly more than the total build-out costs for an older Finagle restaurant.

Throughout the design process, King-Casey presented Finagle with "good, better, best" choices. In many cases, opting for "good" saved 50 percent or more on costs. One example: booths. Working with a booth manufacturer, King-Casey designed an innovative two-piece booth with a single back cushion that cost half as much a traditional three-piece booth design.

Another example is lighting. Rather than expensive glass pendants and a track-lighting system, the alternatives chosen were durable plastic pendants that look like glass, but cost about \$200 each and recessed wall-washing lights.

King-Casey also recommended carpet tiles, which are easier and less expensive to replace than roll carpeting. Along similar lines, ceramic tile in the ordering area was placed at right angles, and not on the diagonal, to save money on installation. And using Corian, rather than Finagle's traditional marble, for countertops also saved money on product and installation.



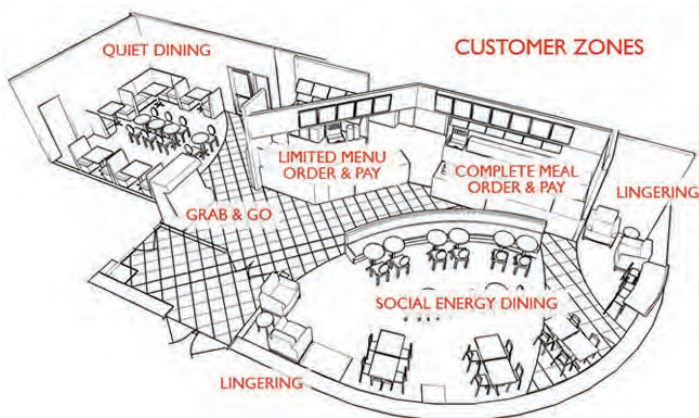
King-Casey's scope of work for this project was comprehensive, ranging from baseline brand research through new prototype restaurant design and overseeing the build-out. Other key tasks included brand repositioning and renaming.

The Occasional Splurge

The best example is wallpaper emblazoned with branding slogans such as "Fresh Baked" and "Made From Scratch", which was designed by King-Casey. To keep costs down, the wallpaper was put in high-visibility areas, such as the dining room, from the chair rail to the top of the windows. Limiting use of the wallpaper resulted in considerable savings, particularly on production and installation costs.

Streamlined Operations

Two separate order and pay zones, one for a limited menu and the other for the full menu, were created to improve speed of service and throughput of product and customers during peak times.



King-Casey's COZI methodology was used to develop strategic customer zones that maximize operational efficiencies and improve the customer experience.

A Tasty Result

The new Finagle Bakery Café prototype is attracting new customers, increasing loyalty and is building Finagle's lunch and dinner dayparts through increased sales of high margin signature items. It is also generating business throughout the day as customers spend more time lingering and socializing. "Guests now realize we sell more than bagels" Trust says. "The new prototype is doing exactly what we wanted."



Better visual merchandising is helping Finagle sell more of its signature sandwiches, salads and soups.



Good Branding: Much More Than a Good Logo

Have you noticed? Typically there is underwhelming similarity among restaurant brands. One chain looks much like the next. At King-Casey we overcome the “Sea of Sameness” through 3-Dimensional Branding. We achieve this by visually communicating the essence of a brand by integrating brand identity, positioning, trade-dress and architecture. In this sense, we develop a 3-Dimensional interpretation of a brand. The environment itself communicates the brand’s personality and distinction in the marketplace.

COZI® (Customer Operating Zone Improvement) is King-Casey’s unique strategic principle for brand building which focuses on understanding your customer’s behavior to develop brand specific solutions that make the customer decision making and purchase process faster, easier and overall more pleasant.

Designs Based on Customer Zones

The most successful restaurants have recognized that each restaurant is actually a collection of many individual “customer operating zones”. Customers behave differently in each zone. Their needs and expectations are different. By identifying these zones and understanding how customers behave in each zone, you can develop design strategies that are sharply responsive to how customers use these zones. This makes the customer experience faster, easier, and more enjoyable, while distinguishing your brand and maximizing business results. This “Customer Zone” strategy was at the heart of the designs King-Casey created for Finagle.

King-Casey Will Improve Your Business

We are pioneers in retail consulting and design. Since 1953 King-Casey has been building competitive brands for a broad array of clients by dramatically improving the customer experience at every point of contact. We specialize in QSR, Fast-Casual and Casual Design concepts, and have worked with most of the world’s best-known restaurant brands. King-Casey provides a complete range of services including assessment, research, branding, visual merchandising, restaurant design, and rollout. We develop turn-key solutions that result in increased customer loyalty, higher sales and greater ROI.

If you would like to discuss developing effective design solutions for your business, please call Howland Blackiston at King-Casey. Telephone (203) 571-1776. Or visit our website: www.king-casey.com

