

The background of the slide is a photograph of a woman's lower half. She is wearing a vibrant red, pleated, knee-length dress and black high-heeled sandals. Her right leg is slightly raised. In the top right corner, there is a solid yellow rectangle. A black rectangular box with a thin red border is positioned on the left side, containing the title text.

Restaurant Re-Concept Analysis


HOTEL CONTESSA®
Luxury Suites on the Riverwalk

Cooking For Your Customer...

The Proposed Re - Brand of Outlets For The Hotel Contessa



THE  CORK BAR

What does it mean to “cook for your customer”?.....

We as restaurant operators often get “caught up in concept”, often focusing on the overall concept of the restaurant and sometimes we overlook who we are cooking for. We may miss the mark in some areas resulting in significant revenues being “left on the table” due to the absence of the best product to appeal to our in house guests.

Commodity Menu Items

The families in the hotel command the presence of “commodity” menu items (ie: kids food, club sandwich, nacho chips, burgers etc...) It is often unwise to displace real estate on our signature restaurants menus with these items. This makes these items hard to find, and often doesn't “capture” the attention of this type of customer.

Finding a way to bring the right items to the right customer without “cheapening our image, now seems to be of a high priority, as we often lose business to Riverwalk tourist traps like Dicks Last Resort, Mexican Cantinas, and Riverwalk institutions like Boudros, and Biga on the Banks.

Who is our customer?

We often have trouble determining just who are we catering to..

Is it local guests that live in our cities?

Is it our transient hotel guests, here for leisure?

Is it our business traveler?

How old are they?

Who is eating breakfast?...lunch?...Dinner?...at the pool?

Saying We have quite a bit to consider when planning menus for our outlets...would be quite an understatement....

Sometimes we need to re-evaluate our
position....?



Two beautiful and unique concepts, that have
run their course and do not serve our in house
demographic as well as they need to.

Authentic Spanish Cuisine.....

Octopus, white anchovies, lots of garlic, exotic spices, and slightly oxidized wine that takes lots of practice to appreciate...YUM

As F&B professionals we are ready to go right now and have some sherry, some octopus, some boccorones, and some blood sausage.....

The target customer for this type of “Adventurous Eating” is mainly the “hipster”, the generation X & Y, age 27 – 42 with a high income, and eat out 2 – 4 times a week

This is not the customer that the The Hotel Contessa has developed over time, and stagnant growth in Las Ramblas in recent years clearly paints this picture.

Our Guest...

Is typically a leisure guest from Texas, toting children, and visiting San Antonio for family recreation, or 20 – 30 something's here to party and dine on the riverwalk.

These guests often side step the octopus and look for simpler fare, placing special orders, and adults will frequently order from the kids menu.

Finding the right approach to adjusting our offerings required a deeper look at our demographic.....

Our Customers...

- **Transient Guest** – 57.8 percent of our annual occupancy are from Texas, the vast majority of them are between 38 and 55 years old, have 1-3 kids in tow and carry a household income of 50 – 100k.

This guest is usually here for spring break, 3 days weekends, or family vacation during summers months, they visit San Antonio's theme parks, and city attractions, and eat out for most meals. Money is spent but spent wisely, we see a lot of coolers at check in, pizza delivery some evenings, and lots of late night room service.

- **Corporate Business Guest** – San Antonio is a strong conference city, with many city wide conferences annually, this segment dominates our occupancy a significant portion of the year .

Although the majority of their meals are booked through conference services, many groups are on their own for dinner most of the time.

As well as they are often on their own on arrival and departure days. This segment is on a budget, as expenses are looked at closely by any controller. This customer looks for high quality quick meals that are reasonably priced

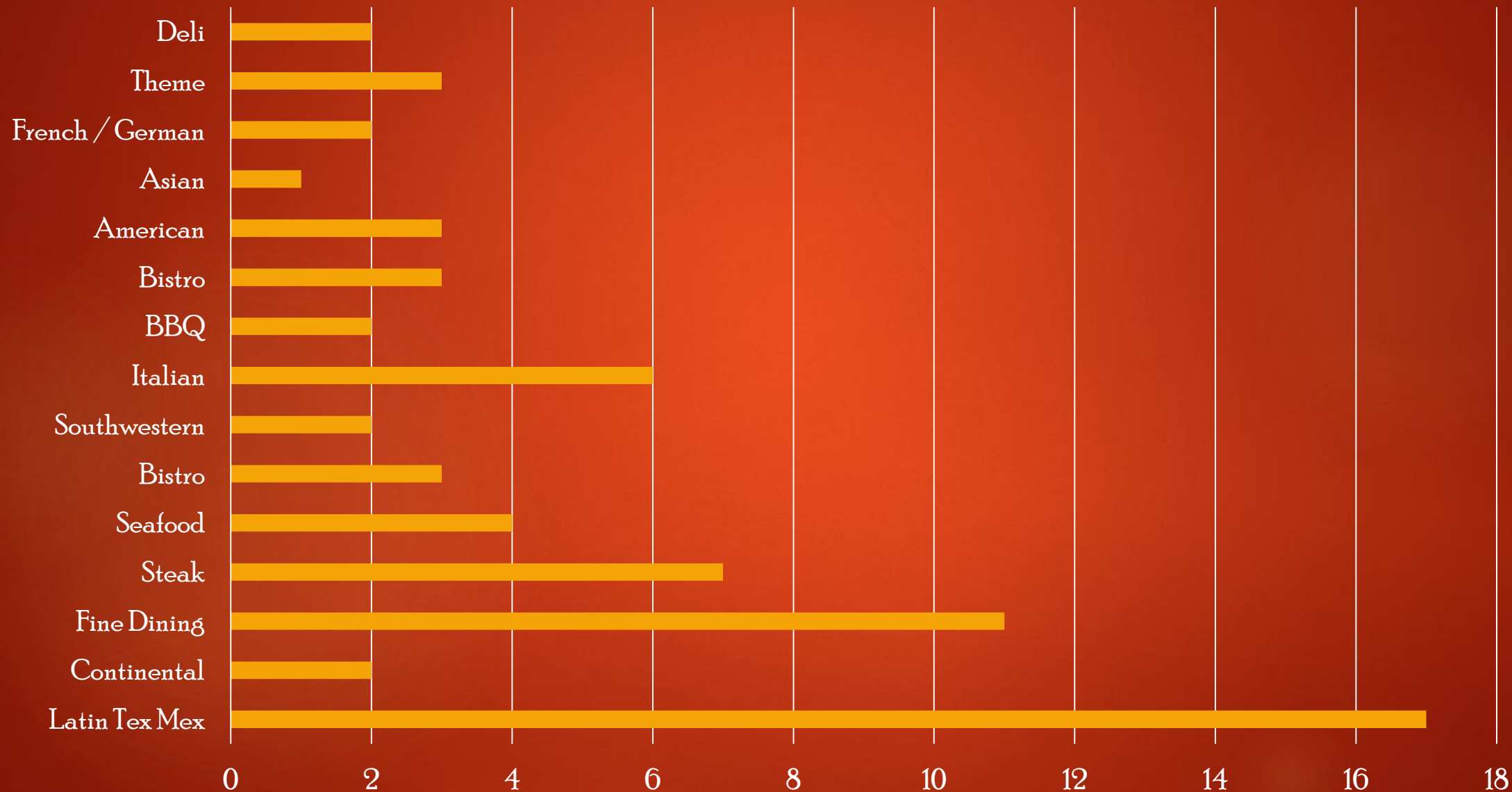
- **Locally Captured Guest** – our local guest (other hotel guests from the 50,000 available rooms within a 1 mile radius) carries much the same stats as our transient guest.

San Antonio residents often remain in the suburbs, where there are more than enough enticing food and beverage options to choose from.

However the downtown area does attract the cities youth as there are many popular bars in the immediate area. Finding an appeal to this demographic would be beneficial.

A brief look at what the Riverwalk currently offers.....

What we are up against.



Revinate Leader Board



- Bliss- Contemp Amer
- Texas De Brazil- Steak
- Bohanans- Steak
- Biga- Cont Amer
- Bella- Med / Italian
- Bliss- Amer Cont
- Luke- French / Amer
- Rosarios- Mexican
- Biga- American
- Biga- American
- Bohanans- Steak
- Zocca- Italian
- Bella- European



To speak to our in house guests first and foremost, through our F&B offerings is our highest priority going forward. Seconded only by the guests of our neighboring hotels.

To accomplish this we feel that a refresh and a total rebrand is the best way to achieve greater traction going into future years.

Our guest demographic needs to be nurtured, and our new rooms product serves them very well, we know that. Our goal is to capture their presence in the restaurant at least 2 times during their stay (outside breakfast)

New brands under proposal



Bar and Lounge Concept



Overview:

Fuego is a light hearted upscale Mediterranean lounge, focusing on burgers, salads, small sandwiches and traditional bar foods accented with a Mediterranean flavor.

This concept presents an opportunity for guests to enjoy a simpler, yet still refined meal option that can be accessed any time of day. Offerings are affordable, yet guests have the option to go “all out” with more engineered and higher end options.

This concept will appeal heavily to our transient guest and their families, it is extremely kid friendly and approachable. Our business traveler will revel in the opportunity to grab a simple bite upon check in, or on days when their business group leaves them “on own” for meals. Simply a “great burger” and a couple drafts might be just what the doctor ordered.

Fuego will offer a variety of options such as...

- ~ Build your own burger
- ~ Chefs burgers
- ~ Little burgers
- ~ “Not” Burgers (veggie burgers, sandwiches, wraps)
- ~ Fried and Crispy
- ~ Salads (Cobb, Louis, BLT, Caesar)
- ~ Chef inspired Milkshakes
- ~ Small plates (steak frites etc..)
- ~ Classic desserts (banana split, sundae, pie)



This concept will lend itself well to a lunch meal period that will be attractive to both hotel guests, as well as the local workforce. Additionally this concept will offer an amazing late night destination for those looking to grab a light bite after a late lunch, or to “even things out” after an evening of indulgence

Image:

We envision Fuego to represent a casual yet refined social destination, with accents such as..

- relaxed uniforms like Guevara shirts and khakis
- Low tea height seating for lounging and dining
- high top community style tables that can accommodate larger groups
- clusters of bistro style tables for formal lunch dates
- a well utilized river front patio area with a combination of high top community tables and low lounge style seating
- a well organized “take out” program with branding on all material





Marketing Applications:

- ~ Local Burger Competitions
- ~ To-Go Branding
- ~ Burger Brew Events
- ~ Local Food Events (Meatopia, Culinaria etc..)
- ~ Satellite Burger Cart On Street
- ~ Food Truck Events
- ~ Food Stall at local San Antonio events (Fiesta)

Catering and Room Service Applications:

- ~ Burger Breakouts
- ~ Boxed Lunches
- ~ Build a Burger Team Building Activities
- ~ Wedding After Parties
- ~ Holiday Parties
- ~ Kids Table items
- ~ Mobile Milk Shake Bar (Banquet Station)
- ~ Room Service Late Night Snacks
- ~ Catering receptions



Child Friendly!!!! Transient guest repeat visits very likely

Main Restaurant Concept



The steak house comp set....

- ~ Texas Land and cattle
- ~ Saltgrass
- ~ Ruthchris
- ~ Little Rhine
- ~ Fogo de Chow

In Texas a steakhouse is Kind of like bringing sand to the beach....we know.

However to position ourselves as an chop house with more flavor and personality than most, we feel we will present an attractive option with a casually elegant and unpretentious experience, more dining options and be perceived as a significantly better dining value than that of Ruth Chris, or Bohanans

Overview:

Andorra represents a fusion of Las Ramblas and The Hotel Contessas Spanish personality, with what we feel is “more approachable packaging. We will maintain a good Spanish flavor, with some Italian, and general Mediterranean flavors blended in, and a rustic country style feel.

In Texas a restaurant that positions itself as a steakhouse, chop house, or “steaks and seafood house” presents the image that everyone will find something they like to eat. Its not intimidating....what you see is what you get....People are more libel to try something new in an environment they are already comfortable and familiar with.

This concept will appeal greatly to our transient guest, as well as transient guests from local hotels. Additionally it is a great and “low risk” option for corporate dine - arounds. Andorra will also be a fresh and enticing dining option to downtown and near-downtown residents.

Andorra will present a variety of options representing flavors and techniques of Spain, Italy, France and the general Mediterranean.

- ~ steaks and chops accented with cultural nuances – basically ala carte
- ~ fish and shellfish items ~ basically ala carte
- ~ shareable (mussels, toast section, cured meats, antipasto items)
- ~ appetizers (risotto, pasta dishes, Gnocchi, salads , soups, baked oysters, cockles)
- ~ steakhouse style sides for sharing
- ~ excellent and affordable wines from the old and new world
- ~ tasting menu option
- ~ large party menus and function space



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Working with the Spanish tile and mosaic pillars currently in existence, adding some more soft seating in the form of high backed booths, with earth tones and olive/sand colored fabric for the high quilted leather booths reminiscent of traditional steak house décor, yet with a distinctive rustic Mediterranean feel.



Suggested Environmental and Structural Improvements

Atrium

- **Furniture Adjustments** ~ to increase seating capacity significantly, including several “community” style tables, lower traditional style seating, and most importantly “tea height” fusion tables conducive to both “lounging” and “dining”
- **Fabric** – we feel that for both aesthetic and functional purposes we need to install huge swaths of fabric where ever we can to dampen the noise and echo's that negatively effect the ambiance.
- **Soft Seating** ~ some of the soft seating should be looked at to both be more flexible, and more functional for snacking/drinking, many areas do not have adequate table space to accommodate drinks and food service.



Community Tables

Sound Reduction Fabric





Combination high back and low back settees, in red or burnt orange partnered with tea height tables presents a fusion of lounging and dining flexibility for the bar space

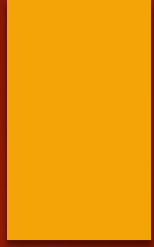


Bar Adjustments~ we feel that wrap around over head cabinetry needs to be installed to make the bar more functional, with the addition of draft beers, and milkshakes, we will need additional storage for glassware and bottle liquor, this will be easily achievable from the steel girders currently in place.

Keg Beer Storage~ we feel that we need to convert the cubby area where the “bread cutting’ area currently resides in to a small walk in or refrigerator to house a keg beer system.

Ice cream~ we will need a way to have ice cream available behind the bar for milkshake production, we propose removing the glass washer behind the bar and adding a dipping cabinet that can double as a freezer for draft beer mugs





- ▶ **Lighting** – we propose a renovation of our lighting concept, to include colored filters in the fountain as well as at the bases of the palm trees to reflect the Fire theme with Fuego Burger Bar, with the inclusion of heavy fabric drapes to block light filtering down from the bqt space on floors G and 2, additionally the inclusion of electric lanterns to emulate live fire will add an authentic touch
- ▶ **Music** – with sufficient noise reduction we can feel comfortable about developing the music program to include high energy Mediterranean, Spanish and eastern Mediterranean music with a modern beat, we will need to look at how our music is wired, in an optimum situation we will need different music in lounge and main restaurant, and system will need to be zoned appropriately



Restaurant Area FF&E Modifications

- **Furniture Adjustments** ~ the incorporation of similar seating from the bar, with the addition of community tables out side, and incorporate rustic raw wood tables like knotty pine, or cedar, with combination, bench, chair, and high back booth seating, with at least 3 different chair designs throughout.
- **Fabric and Rugs**– Noise is a significant issue in the dining room as well, we feel that the addition of heavier curtains for the private rooms, the addition of fabric runners along the ceiling, and large area rugs will improve ambiance drastically.
- **Lighting** – we feel the lighting in the dining room is in need of drastic improvement, it is currently linked to kitchen lighting,, we feel that this system needs to be rewired and configured, to allow for independent control in both private rooms, as well as separated from the kitchen circuit. And bring in flame mimicking led lanterns, along the walls as well as minis on the table tops and in the trees outside.





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Table Top Needs Bar Concept

- **China Pattern** ~ we envision an industrial modern look for the bar concept, with lots of metal, wood, stone and paper for the menu pieces, this type of china program is great for a volume concept as it does not break, and is an easy investment to protect and manage.



Table Top Needs Restaurant Concept

We feel that a rustic Mediterranean style chophouse needs to represent relaxed family style dining, and rustic stone and wood will complement our raw wood tabletops, and our bar menu pieces nicely.



Kitchen Area FF&E Modifications

Kitchen Equipment.

- **Line Refrigeration** – the equipment is old and not efficient in either space use or maintainability, re-concepting will require an end to end rework of all cold equipment on the line.
- **Hot Equipment** – Minor modifications to existing equipment, with the addition of a griddle and small grill to accommodate burger production
- **Kitchen Pass** ~ this area needs to be completely remodeled, as the existing hot window is too narrow and not hot enough to sustain serving temperature, there are also significant storage issues on the line with not having a “top line” on which to store plates.

Front Line and Service Area

- **Kitchen Closure**– if economically feasible we would strongly recommend closing the open kitchen, the noise factor is a huge one, and the additional service area would be immensely beneficial for seamless service of both concepts simultaneously, proper organization and speed of service would greatly justify the modest cost of a dry wall enclosure
- **Host Stand Relocation** ~ we recommend a new host stand inside the restaurant in front of the newly closed kitchen, this would open up additional seating in the Bar/Lounge, and create a sense of arrival when entering our now “dinner only restaurant”

Water & Fire Feature

Some “POP” for passers by , both on foot and on the river



Capital Modifications in Phases

Phase #1

In order to accomplish the concept change operationally, we feel that the following projects must be completed before launch

Beer Tap Installation – we feel that draft beer is essential to the proposed lounge concept, this will involve the addition of a refrigeration unit that can house small “Pony kegs”

Drop Down Storage Above Bar– This operational modification is necessary to make our bar more efficient, and minimize “inshift trips” up to storage by the bartender, or manager for well brands, additionally glassware storage is slim and keeping up on busy nights is already a struggle

Ice Cream Retrofit for Bar– we feel that a significant draw for the new lounge concept will be the milk shake program, and this will require a dipping cabinet, and 2 multi shake mixers

Kitchen Pass – this is an area that ties our hands on a regular basis operationally, we feel that in order to maintain quality and speed we need to re-design this entire area for efficiency

Cold Equipment – the cold equipment on the line is in serious need of replacement, all condensers are leaking, and food often freezes, or is too warm to keep safe. The design of the cold equipment is not as efficient as it could be utilizing the space. We feel that an intelligent look at how we could use the space more efficiently with more reliable equipment would be a huge asset during the installation of new restaurant concepts.

Line Hot Equipment – the purchase of two new pieces of equipment will be required to execute a high volume burger concept

China and Tabletop– The review and re-concepting of our china and tabletop program is essential for new concepts to show well. Additionally table top pieces play a huge role in the training process of the staff.

Operational Investments– this would be monies allocated to the initial production of things like signage, marketing collateral, to go packaging, uniforms, training etc...

After initial soft launch of concepts we can move into the next round of improvements, which will give us lots of Facebook material to keep everyone watching

Phase #2

Auditory Baffles – we feel that if not fit into Phase #1 that this represents the highest priority in phase #2, as the echos and poor acoustics in both the dining room and lounge negatively effect the ambiance significantly.

Music Program – we feel that Music program fits into Phase #2, we should look at our current wiring and see how we can improve sound, controllability and creative content

Phase #3

Furniture and Soft Goods – We can begin looking at introducing the furniture concepts a few at a time, we can analyze how they perform, how guests respond to them etc...

Lighting and Aesthetics – as one of the more important but not vital elements, we can finish out by introducing the lighting enhancements a few at a time

Cool Fire & Water Feature– Something eye catching that people will notice from the river.