CONCEPT

Hospitality Concept Development: Restaurant Concepts, Pilots and Unit Economics

14 – 18 June 2027
Paris - Right Bank business hotel



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Introduction:

Hospitality concept development often starts with a chef's passion or a landlord's vacant unit rather than a proven guest need, so new restaurants and hotel dining outlets open with a vague proposition, a mismatched format and seat counts that never pay back the fit-out. This Core Concept course gives F&B founders and development managers a staged method to find a real gap, shape the proposition, format and service model, brief designers, choose a site and prove the numbers before committing capital. Participants produce a Concept Book and Unit Economics for a case outlet.

Course Objectives:

- Identify concept opportunities by scanning a trade area for cuisine, price-band and occasion gaps and ranking them on a scorecard
- Define a concept proposition, narrative, format and service model that fit a chosen guest occasion
- Write a menu concept brief and a design and experience brief that architects, chefs and fit-out teams can act on
- Apply site selection criteria and build a single-outlet unit economics model with capital budget and payback
- Plan concept validation through tasting panels, pop-ups and a pilot outlet, and judge readiness for roll-out or franchising
- Assemble a Concept Book and investment case that an owner or investor panel can approve

Target Audience:

- Founders and partners who launch new restaurant, cafe and food-hall concepts
- Development managers responsible for opening new dining outlets in hotels, resorts and mixed-use schemes
- Brand and concept development staff in multi-brand F&B groups who originate or reposition concepts
- Operations managers asked to turn an existing outlet into a replicable format for new sites
- Culinary leaders who shape the food idea behind a new outlet and must defend its commercial case

Course Outline:

Day 1: Concept Opportunity, Market Gaps and Guest Occasions

- Hospitality Concept Lifecycle: Idea, Proof, Pilot, Scale and Refresh Stages
- Trade Area Scan: Competitor Density Map, Cuisine Whitespace and Price-Band Gaps
- Guest Occasion Matrix: Mission, Party Size, Dwell Time and Daypart
- Jobs-to-Be-Done Diner Interviews and Guest Need Statements
- Concept Opportunity Scorecard for Ranking Gap Hypotheses

Day 2: Concept Architecture: Proposition, Narrative, Format and Service Model

- Concept Proposition Statement and Point-of-Difference Test
- Concept Narrative: Founding Idea, Culinary Point of View and Hospitality Promise
- Format Selection Grid: Fine Dining, Casual, Fast Casual, Quick Service, Cafe and Delivery-Only Kitchen
- Service Model Blueprint: Table, Counter, Hybrid and Self-Order Kiosk Flows
- Menu Concept Brief: Culinary Signature, Menu Span, Price Architecture and Station Implications

Day 3: Experience Design Brief, Site Criteria and Outlet Unit Economics

- Design and Experience Brief for Architects: Zoning, Seat Mix, Sightlines and Sensory Cues
- Guest Journey Storyboard from Arrival to Farewell with Moments of Truth
- Site Selection Criteria: Footfall, Visibility, Access, Co-Tenancy and Rent-to-Sales Ceiling
- Unit Economics Model: Seats, Turns, Average Spend, Prime Cost and Four-Wall EBITDA
- Fit-Out Capital Budget per Seat and Payback Period for a Single Outlet

Day 4: Concept Testing, Pilot Outlet, Roll-Out Readiness and Refresh

- Concept Validation Methods: Tasting Panels, Pop-Up Residencies and Food Truck Trials
- Pilot Outlet Scorecard: Guest Feedback, Sales Ramp and Operational Stress Points
- Replicability Audit: Recipe Codification, Brand Standards Manual and Supply Dependencies
- Business-Format Franchise Readiness: Operations Manual, Training System, Initial Fee and Royalty Logic
- Concept Fatigue Signals and Refresh Paths: Relaunch, Re-Format or Re-Position

Day 5: Case Study: Concept Book and Unit Economics for a Case Outlet

- Case Outlet Briefing Pack: Trade Area Data, Site Plan and Owner Ambition
- Concept Book Assembly: Proposition, Occasions, Format, Menu Concept and Design Brief
- Case Outlet Unit Economics and Investment Case Build
- Test-and-Pilot Roadmap with Go, Adjust or Stop Gates
- Concept Book Pitch to an Investor Panel and Peer Critique

Skills You Will Gain:

- Trade Area Gap Analysis
- Guest Occasion Mapping
- Concept Proposition Writing
- Restaurant Format Selection
- Design Brief Preparation
- Site Screening
- Outlet Unit Economics
- Concept Pilot Evaluation

Why Attend This Course:

- Leave with a Concept Book and Unit Economics for a case outlet, critiqued by an investor panel of peers
- Test a new dining idea cheaply through tasting panels and pop-ups before signing a lease or ordering a fit-out
- Give architects, chefs and landlords one clear brief instead of scattered instructions
- Compare concept launches with peers from independent restaurants, hotel groups, food halls and multi-brand operators

Conclusion:

A hospitality concept earns its place when it answers a real guest occasion, fits its site and returns its fit-out capital. The course moves from trade area gaps and guest occasions, through proposition, narrative, format, service model and menu concept, to the design brief, site criteria and unit economics, then to pop-up testing, pilot scorecards, franchise readiness and concept refresh. The final day brings these together in a Concept Book and Unit Economics for a case outlet.