

# DANIEL P. COOK

*Multi-Unit Design & Development Leader*

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## PROFESSIONAL SUMMARY

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Design and development leader with 20+ years of multi-unit design experience across restaurant, retail, and hospitality — spanning prototype development, new construction, remodel programs, and cross-functional capital project delivery. Most recently directed Store Design for a 2,100+ unit restaurant portfolio, leading a team of eight across 275+ design projects annually and providing design oversight on a \$190M+ annual new-cafe capital construction program. Recognized for translating brand and operational requirements into scalable design standards, managing complex external consultant networks, and developing the next generation of design talent.

## CORE COMPETENCIES

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- Multi-Unit Design Leadership
- New Store Opening (NCO) Programs
- AOR, MEP, Structural & Civil Consultant Management
- Cross-Functional Development Leadership
- Design Team Development & Coaching
- Prototype Development & Brand Standards
- Remodel Program Design & Rollout
- Capital Project Oversight
- Budget, Schedule & Contract Management
- Franchise & Company-Operated Project Delivery

## PROFESSIONAL EXPERIENCE

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**Panera Bread, LLC** | St. Louis, MO

*July 2005 – May 2026*

*20-year progression from project designer to Director of Store Design within one of the largest fast-casual restaurant systems in North America.*

**Director, Store Design**

*April 2022 – May 2026*

- Led the Store Design function for a 2,100+ unit restaurant portfolio, directing a team of eight — five designers and three program managers — delivering 275+ design projects annually including new cafe openings, relocations, remodels, rollouts, test fits, and facilities work.
- Provided design leadership on \$755M+ in new-cafe capital construction over four years (approximately \$190M annually) across 240+ new cafe openings — 163 company-operated and 77 franchise — with peak delivery of 93 openings in a single year.
- Managed approximately \$4.5M in annual design consultant fees, overseeing scope, contracts, budgets, and billing across architects of record and mechanical, electrical, plumbing, structural, and civil engineering firms.
- Owned design execution and quality across new construction, relocations, remodels, and capital rollouts, ensuring adherence to brand standards, prototype specifications, and operational requirements at every project milestone.
- Partnered cross-functionally with Real Estate Strategy, Real Estate, Construction, Project Management, Purchasing, Facilities and Asset Management, Operations, IT, and Marketing to align design decisions with site selection, capital planning, and guest experience priorities.
- Served as design subject-matter expert for pre-development review and Development Committee preparation, translating operational requirements into design direction and identifying process efficiencies across platforms.
- Developed and coached design and program management talent, establishing workload planning, delivery standards, and cross-team handoffs that improved throughput and consistency.

**Senior Program Manager, Design***August 2018 – March 2022*

- Directed design schedules and delivery for company new cafe openings (NCO), coordinating architect of record and MEP/structural/civil consultants from site feasibility through construction documents.
- Managed consultant workload, contracts, budgets, and billing for all company-based traditional NCO work, and led cross-functional collaboration across Development departments — particularly in pre-Development Committee design preparation.
- Oversaw company designer workloads and scheduling, balancing capacity across concurrent new-build and remodel pipelines.

**Senior Manager, Design Projects***July 2005 – August 2018*

- Designed company and franchise cafes for new construction and remodels, balancing prototype consistency with site-specific constraints.
- Developed and deployed the company-wide remodel program, defining scope tiers, design standards, and rollout sequencing for existing cafes.
- Managed external AOR consultants for base-tier shell rollout programs and project-specific design work.

**Klitzing Welsch Associates | St. Louis, MO***December 2004 – July 2005***Project Manager**

- Served as client manager for multiple concurrent adaptive reuse and renovation projects, including Mansions at Maryland Plaza, the Welsh Baby Carriage Factory, the 11th Street Firehouse, and Warehouse of Fixtures, along with multiple two-family to single-family residential conversions.

**Associate Architectural Intern***May 2001 – December 2004*

- Project design, development, construction documents, construction administration, and job completion across commercial and restaurant portfolios.
- Served as Job Captain for Panera Bread franchisee bakery cafes including Golinvaux, Breads of the World, and Anderson.

**EARLIER EXPERIENCE**

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Freelance Designer, Collette Parker Restorations (Springfield, MO, 2000–2001) • Intern, Archer Engineers, structural and landscape (Springfield, MO, summers 1998–1999) • Shift Supervisor and Customer Service Representative, St. Louis Bread Co. (1994–1997)

**EDUCATION**

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**Drury University | Springfield, MO***August 1996 – May 2001*

Bachelor of Architecture • Minor, Studio Arts (emphasis in photography) • Minor, Global Studies  
*Greece Foreign Study Program, summer 2000 — classical architecture exploration and drawing*

**SOFTWARE & TOOLS**

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|------------------------|------------------------|------------|
| • Bluebeam             | • AutoCAD              | • Revit    |
| • SketchUp             | • Procore              | • Sitewise |
| • Adobe Creative Suite | • Microsoft Office 365 | • Asana    |

**RECOGNITION**

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- Joe Curran Award, Panera Bread (2019)
- Panera Development MVP (2011)
- Design WOW Award, Panera Bread (2007)