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Photo by Jamie Scott Lytle

Lesley Cohn, co-owner of Cohn Restaurant Group Inc., at one of her restaurants, Tacos Libertad, in San Diego.

## A Taste for Adventure

**DINING:** Restaurant Group's Biz Model Is Risky But Rewarding

■ By MARIEL CONCEPCION

For David and Lesley Cohn, president and co-founders of Cohn Restaurant Group, the San Diego-based, family-run business which owns and operates 25 restaurants in Southern California and Hawaii, what makes their company successful is the same thing that makes it, for a lack of a better word, difficult.

It is a lot easier to replicate a restaurant, much like a chain, than it is to create one from scratch, which is what the company has done over-and-over with the launch of every restaurant, says David Cohn. Every property has its own focus and its own formula, from a menu that caters to the patrons in that area to its own distinct vibe created through décor, atmosphere and service style.

**→** Cohn page 46

#### Real Estate Revolution Will Be Visualized

**TECH:** From Building to Selling, Tech Tools Are Now a Must

■ By RAY HUARD

Drones that help map buildings and property in a fraction of the time than it used to involve, and virtual reality systems that take people inside buildings still in the planning stages are among the technological innovations that are transforming commercial real estate.

"It's going to erase all the conventional methods that are going on in real estate right now," said Pat Fuscoe, founder and CEO of Fuscoe **Engineering** with offices in San Diego and Irvine.

⇒CRE Tech page 39

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### Partnerships, Pipeline Put Inovio in Good Position

**PHARMA:** Versatile Co. Takes On Cancers, Infectious Diseases

■ By JARED WHITLOCK

Inovio Therapeutics has about 300 employees, tenfold that of 2009. Most of the scaling up occurred in the last few years to support a growing pipeline of therapies targeting cancers and infectious diseases.

The majority of employees are in San Diego — 165 to be precise — but the company is based in Pennsylvania. Which explains why, CEO Joseph **Kim** said, Inovio flies under the radar locally.

But Inovio is one to watch, on account of recently

⇒Inovio page 38

### Office Design Works With Environment

**PROPERTY:** East Village Site Maximizes Advantages

■ By RAY HUARD

With the unassuming name of "Block D," downtown San Diego's newest office building might

sound bland and generic. It's far from the case.

With a facade of red panels, dark tinted glass and gray metal blinds which automatically open and close with the movement of the sun — the six-story Block D is designed to provide all of its own energy for the 44,449 square feet of office

⇒Block D page 40

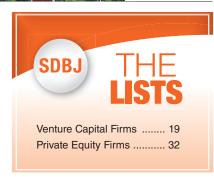


Photo courtesy of BNIM Block D in East Village

Travel: Hotel industry builds on solid metrics

Finance: S.D. bankers help Umpqua Bank make needed connections





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