

THINK
HOSPITALITY



RESTAURANT OF THE FUTURE

LOOKING FORWARD TO 2024



STRATEGY DEFINING PREDICTIONS

In January 2019 we hosted the second 'Restaurant of the Future' Think Tank at the Restaurant Marketer & Innovator European Summit in London. We brought together multi-disciplinary experts from across the hospitality sector to discuss and debate what the future looks like for the restaurant sector.

This year we focused on the near future, looking at five years from now. The key principal of the Think Tank is that everyone must agree, so while many other ideas and predictions were discussed, the outcomes are accepted across the disciplines, adding more weight. What we wanted were clear and concise predictions – not navel-gazing or science fiction. The aim being to provide direction for the long-term strategies of companies in the hospitality sector.

To create this report, the THINK Hospitality team have taken the original opinions of our expert panel and built out the predictions, contextualised them and provide early-stage case studies.

James Hacon
Managing Director
THINK Hospitality

EXPERT PANEL

**A GLOBAL PERSPECTIVE WITH
CONTRIBUTIONS FROM THE UK,
ESTONIA, DENMARK, USA & BOLIVIA.**



CHEF

KAMILLA SEIDLER

Kamilla is a multi-award winning chef with a truly global perspective, having completed a year expedition travelling through some of the world's best kitchens. She was the first female chef to join the International Council of the Basque Culinary Centre.



MARKETER

ALYS MATHEW

Alys is an experienced marketing leader, currently working with food delivery giant Just Eat as Head of Partner Marketing. She brings to the panel an amazing background in proposition development, digital, acquisition and partner marketing.



TECHNOLOGIST

SIMON IDDON

Simon is a restaurant technology expert, working with many scaling restaurant and bar groups to develop strategies, having previously been Group CIO & CTO at The Restaurant Group, a FTSE 250 company operating multiple restaurant brands in the UK.





SERVICE EXPERT

EMMA UNDERWOOD

Emma is one of the UK's most respected front of house experts, having held restaurant manager positions across the country. Alongside this Emma co-founded the TMRW project, connecting young hospitality professionals & Switch, a front of house placement initiative.

DEALMAKER

DAVID HELBRAUN

David is a commercial lawyer and dealmaker in the hospitality sector, based in New York City. He has worked on driving and supporting major restaurant and hospitality projects in the USA and bring a commercial focus to the panel.



FUTURIST

RUSSELL DANKS

Russell is a respected innovation and commercial leader, having held senior positions at Greene King, KFC, Punch, Carnival Cruiseline & Tesco. He brings a wealth of experience to the panel of thinking to the future and fundamentally changing business models to futureproof their business.





HELERI RANDE

ASSOCIATE PARTNER
THINK HOSPITALITY

Heleri is a food and beverage specialist with experience working on concept development and positioning, hotel food strategy development & operator selection. She has worked with major brands including Accor, Hilton, Kempinski, EC4 Hotels, Marriott & Puro Hotels.



MICHAEL INGEMANN

EXECUTIVE CHAIRMAN
THINK HOSPITALITY

Michael has a deep and extensive experience leading and improving businesses across Europe and USA. Working hands-on with investors and management teams in the food and hospitality sectors. He is the chairman, director & advisor of multiple hospitality & tech companies.

ANGELA MALIK

STRATEGY DIRECTOR
THINK HOSPITALITY

Angela is a classically trained chef, qualified CA from KPMG and has an MBA from Imperial College London. She is a successful food entrepreneur and industry expert, working with SME and blue-chip companies on creation of new profitable commercial verticals.



“A LOT OF TRADITIONAL INDUSTRIES ARE GETTING DISRUPTED BY TECHNOLOGY AND I HAVE ABSOLUTELY NO DOUBT THAT OUR INDUSTRY WILL GET DISRUPTED BY TECHNOLOGY.

OUR DISCUSSIONS WITHIN MCDONALD’S ARE ‘WHY DON’T WE BE THE ONES TO DISRUPT OURSELVES RATHER THAN WAIT TO BE DISRUPTED?.

YOU HAVE A CHOICE TO EITHER BE THE DISRUPTER OR THE DISRUPTED”



STEVE EASTERBROOK
CEO
MCDONALDS

FROM CNBC INTERVIEW, 2017

PREDICTIONS

- 1. PROPOSITION** FAUX MEAT, LAB GROWN MEAT, HYDROPONICS & WASTE MANAGEMENT
- 2. PEOPLE** UNTAPPED LABOUR MARKETS, TEAM ENGAGEMENT & TRAINING & DEVELOPMENT
- 3. PROCESSES** DELIVERY, PAYMENT, FEEDBACK & AUTOMATION
- 4. PLACE** EXPERIENTIAL OFFERING, SOCIAL MEDIA IMPACT & CUSTOMER PREFERENCES

PROPOSITION



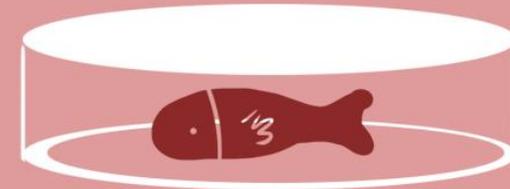
GAMIFICATION

- Link to activities
- Health rewards



PROVENANCE

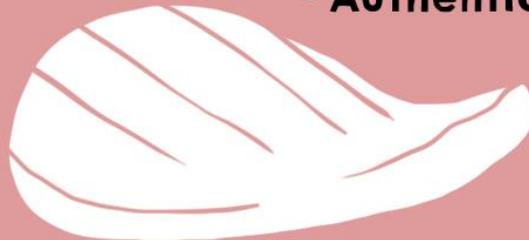
- Real
- Authentic



**LAB GROWN =
LOWER CARBON
FOOTPRINT**



**WASTE
MANAGEMENT**



FAUX MEAT
- Vegetarian will grow



**HYDROPONIC
VEGETABLES**



**CUISINES
MORE AUTHENTIC**



WASTE MANAGEMENT

BACKGROUND

Consumers are becoming more informed and rightly, increasingly concerned about the environment in which we live in and their impact on it. A wave of responsible consumerism is spreading the world, with ever growing efforts by customers to make intentional purchase of both products and services that have minimal to no-impact harm to or exploitation of humans, animals, or the environment

PREDICTION

Sustainability accreditation and scoring will become compulsory, focusing on our environmental impact, wastage levels, food production standards, cooking techniques and how we treat our staff – becoming as important as a TripAdvisor or Google Review.

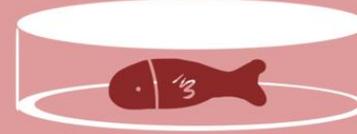
CASE STUDY: THE TASTIEST CHALLENGE ON THE PLANET

The Sustainable Restaurant Association has created The 'Tastiest Challenge on the Planet' – aimed at reducing the volume of meat on the menu, food in the bin and single use plastic and packing in their operation.



“Thousands of chefs in all types of restaurants and food outlets, from the Michelin-starred ones to fish and chip shops, are among those working with The SRA, demonstrating that good food can be produced sustainably no matter the style of venue.” - RAYMOND BLANC OBE, SRA PRESIDENT

FOOD PRODUCTION



BACKGROUND

There is a growing wave of consumers that are questioning their environmental and social impact. This is being seen with an increase in veganism, plant based diets and flexitarianism. There has also been more consideration around where food is coming from, considering food miles.

PREDICTION

Lab grown & faux meat will become a staple for many across the world, reducing carbon footprint and impact on the planet. Hydroponic technology will be used to bring fresh produce into the cities without the food miles.

It will also raise a question as to whether cultures that did not traditionally eat meat may see this lab grown protein as an acceptable option, fundamentally changing their diets.



Bruce Friedrich, executive director of The Good Food Institute talks about the ground-breaking innovations that will transform one of the oldest industries known to humankind: meat production.

[WATCH VIDEO](#)

CASE STUDY



VEGGIE PRET

UK grab-and-go leader Pret have added tiny hydroponic gardens to their Veggie Pret sites in London, providing the on-site kitchen team with instant access to fresh and flavoursome basil for their freshly prepared food.

PROVENANCE & AUTHENTICITY



BACKGROUND

Provenance and authenticity has long been important to consumers, to one degree or another. Consider the importance of a particular wine producer or region to a consumers decision making and the great amounts of work that emerging regions have to do to compete with the old world – some may never come close. It can translate as localism or about food being from the best or notable geography. In recent years we have seen considerable consumer backlash however, as major supermarkets have leveraged this within their marketing, making many more sceptical about claims – think of the fake farm names leveraged by some of the largest grocery chains.

PREDICTION

As diners become more informed and have increased access about the food they eat or concepts they visit, we will see a greater focus on provenance by operators, looking to meet this consumer demand.

We will also see more specialised concepts of highly localised cuisines from different parts of the world, but also utilising produce from a very specific area. This will be supported by the many opportunities that dark kitchens & street food present, with lower barriers of entry to enter the sector. These opportunities will see continued diversity in entrepreneurs in the sector.

CASE STUDY



VINLAND

This US based restaurant in Maine, headed by chef David Levi follows in the footsteps of the Nordic food revolution with a 19-point manifesto of his own, setting out a vision for his restaurant, with 100% of produce being local, organic and gluten-free, sourced from Maine only.



GAMIFICATION

BACKGROUND

Gamification is the application of game-design elements and principles in non-gaming environments. It's use has increased in popularity within app and digital design, encouraging consumers or teams to engage, triggering emotional responses to completing or participating in tasks. It has been used effectively in many walks of life from e-learning to marketing, to encouraging voting amongst disengaged voters.

PREDICTION

Gamification will become a key mechanism to encourage team engagement and deliver incentives to hospitality workers. The technology will be utilised by governments, health agencies & insurers to encourage healthier eating and lifestyles.

CASE STUDY



NERD FITNESS

Nerd sees users build a character, complete quests, all around workout routines and nutrition modules, encouraging weight loss and healthier lifestyles.

PEOPLE

UNTAPPED LABOUR

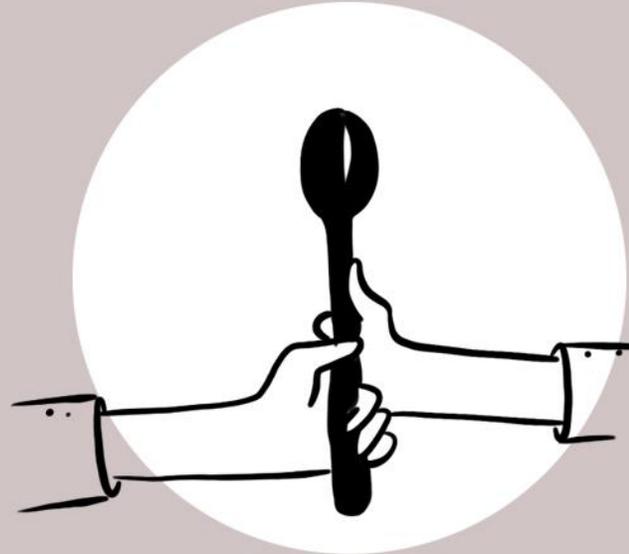
- Formerly incarcerated
- Hospitality
- Up skill Home cooks
- Younger Gen



MORE INVESTMENT IN TRAINING



ENGAGEMENT



UNTAPPED LABOUR



BACKGROUND

A distinct challenge exists in the developed world, with low levels of unemployment and a decreased availability of talent. In many places, hospitality has not succeeded in positioning itself as a career-of-choice. This leaves considerable challenges to the foodservice sector. One recent UK report suggests that 20% of all chefs left the industry in the year 2017 alone.

PREDICTION

Automation of other sectors will result in a mid-long term opportunity for more availability of talent. In the short-term hospitality will look to new talent pools.

This automation will take place in transportation, retail & manufacturing, among other sectors. The challenge will be positioning hospitality as a career of choice. A more fundamental change to the way we remunerate will need to take place, with higher minimum wages, perhaps suggested through more automation

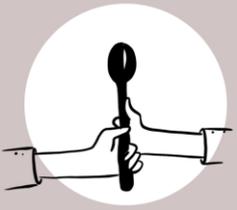
in the manual elements of hospitality delivery. In the short-term as there is increased pressure on the sector through labour shortages, the sector will look to new talent pools, such as ex-convicts, the homeless & the up-skilling of home cooks who are looking for flexible working.

CASE STUDY



ONLY A PAVEMENT AWAY

A charity in the UK connecting hospitality businesses with organisations that support the homeless and vulnerable. The organisation works with the many major employers.



ENGAGEMENT

BACKGROUND

Low pay, manual labour and unsocial hours. These are the negatives often targeted at the hospitality industry. The positives are the ability for quick progression, unlimited travel opportunities, diversity of work life, camaraderie and team spirit, as well as the low barriers to entrepreneurship. Street food, market hall concepts & pub tenancies provide easy access into the industry, but also act as opportunity to leave employment.

PREDICTION

The industry will have developed a number of alternative mechanisms to attract, engage and retain brilliant talent.

As hospitality continues to professionalise and globalise, with bigger groups and improved employment standards, we will see better promotion of the broader opportunities, rather than just service or culinary positions. To retain the best talent, we will see tiered increases

in pay based on experience and success in chef and service positions. We may see management contract agreements on traditionally managed units to retain the best management, by rewarding them and giving them more autonomy.



MORE INVESTMENT IN TRAINING

BACKGROUND

There is a short-mid term challenge around labour shortages take place in more developed economies, with low levels of unemployment in many Western economies. This has seen an increase in the cost of labour for many businesses as well as increased cost of goods, higher taxes in many countries and more competition putting pressure on margins and budgets. Many companies have reduced spending on training and development. There has also been a lack of vocational training in preference for university courses over recent years, all of which impact the number of trained, available candidates for roles. A number of television shows highlighting poor working environment, especially in kitchens have confounded a belief that hospitality is not a good career.

PREDICTION

More investment in training, focusing on inclusivity & good employment practices to increase industry retention.

As short-mid term challenges around labour shortages take hold in more developed economies, we will see employers focus on retaining and upskilling current staff through investment. We will see a charter of 'Good Employment Practices' adopted by the industry, which will look to decrease bullying, poor practices & sexual harassment.

CASE STUDY

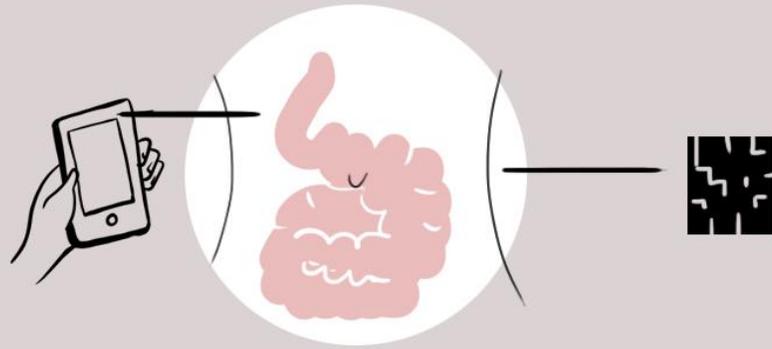


FAIR KITCHENS

A programme led by Unilever 'calling upon the entire industry to inspire change to build a better kitchen culture and attract young people to stay in the industry - partnering with influential organisations and chefs,

PROCESSES

WHAT to eat?



HOW to pay...

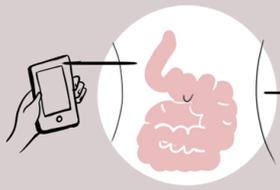


HOW to get it...



HOW was it for you?





WHAT TO EAT

BACKGROUND

There is increasing interest in understanding the impact on the food we eat to our lives, health and wellbeing. Research suggests there are direct correlations between what we eat and our physiological and mental performance, with a focus on balance and eating food aligned to our need state, blood type or even DNA.

PREDICTION

Microchip implants will link to mobile devices to give live data on the physiological needs which will trigger recommendations on what to eat and when.

OPERATOR FOCUS



YO SUSHI X DNA FIT

Yo! Sushi has partnered DNAFit to offer personalised DNA dining, where customers complete a simple swab test, which is tested at a lab before a dedicated plate plan is produced with specific menu items based on the genetic testing.



INTERESTING RESEARCH STUDIES

SWALLOWABLE SENSORS

Carnegie Mellon University is working to develop an ingestible sensor to monitor gut health, stimulate damaged tissue, or conduct targeted drug delivery. It could also provide a better way to track the nutrients you're getting.

TOOTH SENSOR

Don't want to take a pill to track your food? Tufts University School of Engineering has created a tooth sensor. The sensor is two millimeters by two millimeters, and it measures glucose, sugar, and alcohol levels, and transmits using extended RFID.

SENSORS AS YOU EAT

If you're not keen to have a sensor in your body at all, Baidu has developed smart chopsticks that can detect temperature, the freshness of cooking oil, as well as (someday) report on the nutrients in your meals.



HOW TO PAY

BACKGROUND

The payment pain point is well documented in restaurant operations; the long multi step process of asking a server for the bill, waiting for it to be delivered and then a third wait for a credit card machine. Many technology providers have worked on mobile based payment technology – most being clunky or not optimised for the full service environment. When combined with pre-order technology, the flow has become more streamlined, but this takes away any sense of service, which is often sacrilege to full service operators looking to deliver an experience.

PREDICTION

Facial, retina and finger print recognition will become mainstream, with seamless payment solutions resulting in the ability to walk-out of a restaurant with Uber-like frictionless technology.

CASE STUDY



KFC CHINA

[WATCH VIDEO](#)

Alipay launched facial payment technology, with the tagline 'smile to pay' at KFC.

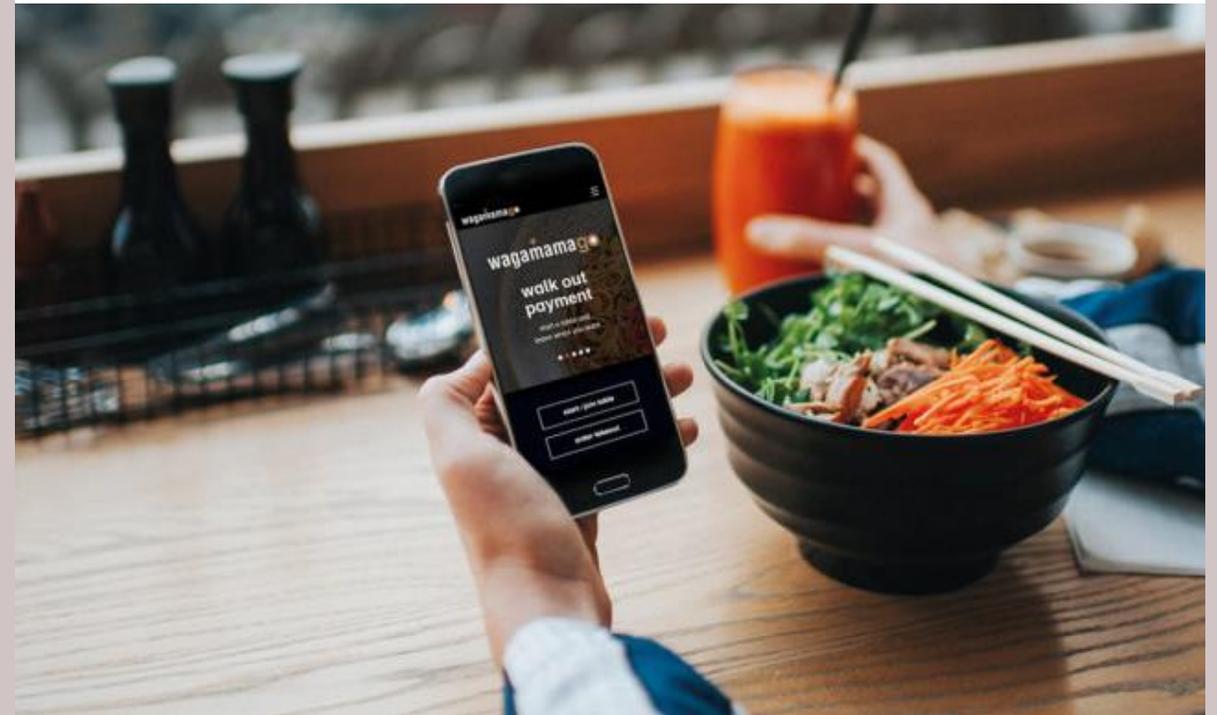
CASE STUDY



AMAZON GO

Amazon's cashierless "Go" markets popped up in San Francisco, Seattle and Chicago last year, promising customers the "future of shopping" - a frictionless grocery shopping experience that relies on high-tech tracking technology to track what is being placed in bags. The customer then simply leaves the outlet and the shopping is transacted to their account - with an ability to check and query items later.

CASE STUDY



WAGAMAMA GO

In 2018 Wagamama launched the Wagamamago app to save diners an average of 12 minutes at every meal, by not having to go through the bill experience. Customers still place their order with a member of the team, to ensure team interaction, but after that everything can be transacted through the app, including automatic billing top a credit or debit card, so you can just get up and go.

HOW TO GET IT

BACKGROUND

With the enhancement of technology and social changes we have seen a transformation in the way people engage and order food. From an age where there was a choice between stuffy white-clothed dining rooms, sticky tabled pubs or a sandwich from a local café, the choice and diversity of the foodservice sector has been revolutionised. In the past 5 years, delivery has changed the market again, with some full service branded outlets attributing more than 25% of sales in some stores. As well as ensuring strong brand positioning and execution, ease of ordering and purchase has become the new battle ground.

PREDICTION

“Technologies will work together to help make the dining experience seamless”

With your diary interfacing with bank accounts, travel time data, location based services and live availability of restaurants, average wait times and reviews, to determine the best place or way for you to dine, based on your previous preferences, your available time & budget

In the case of habitual dining, like weekly takeaways, voice activated technology may simply ask you at the relevant time if you'd like to place your order as usual. When departing home walking to the pub, you could find your favourite beer sitting on the bar upon your arrival.





HOW WAS IT FOR YOU?

BACKGROUND

Restaurateurs often have a love hate relationship with guest feedback, Most see the benefits of gaining the views of the customer to help drive service and business improvement. Equally many feel that the way in which customers share this feedback can be unfair and unhelpful - with unverified reviews, customers looking for a 'free lunch' and guests not willing to speak up at the time to enable the experience to be improved right away.

PREDICTION

“Facial recognition and technology based solutions will pave the way to live sentiment analysis and feedback within service periods, aiding proactive issue management.”

Sensors and video analysis will allow for triggers to support servers at busy times, avoiding forgotten tables or missed orders.

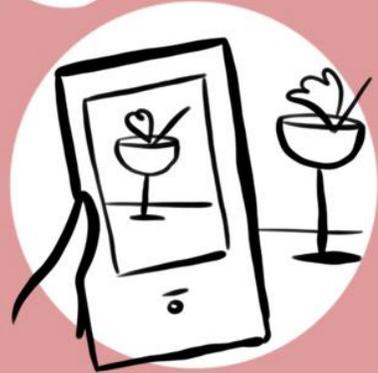
CASE STUDY



CAPTEMO

The company has worked with one of the largest retail coffee chains in the USA to improve understanding of the in-store experience by analysing customer sentiment and emotions through facial expression detection and measurement - combining the data with other sources to create a customer happiness index.

**EVERYWHERE
ANYWHERE
ANYTIME**



**HEIGHTENED
INFLUENCE
OF SOCIAL**

PLACE



**ESCALATION OF
EXPERIENCES**

EVERYWHERE, ANYWHERE, ANYTIME

BACKGROUND

Over the past decade we have seen a considerable change in the reasons behind why people dine out and engage with the food - with a move of spend away from the grocery category towards ready to eat.

In the foodservice sector this has seen an explosion in home meal replacement occasions in restaurants, as well as the exponential growth of the delivery and grab-and-go sub-sectors.

PREDICTION

“Customers will increasingly exercise control on where, when and why they are eating.”

Continued growth of delivery & takeaway, will see operators adapt in many ways;

- Full service restaurants will change their business model to better deal with takeaway and delivery – from site design, product mix and staff structures.
- New leadership positions will be developed dedicated to delivery and takeaway.
- Footfall will be less important in site selection.
- Operators will actively seek to direct these transactions through their own channels, rather than third parties, as seen in the travel sector with OTA's.
- Real time data and sensors will work to provide more accurate timing interfacing with customer facing order technology. Automated technologies will be used in delivery.

CASE STUDY



DOMINO'S SELF DRIVING CAR TEST WITH FORD

In 2017 Ford and Domino's Pizza launched a self-driving pizza delivery vehicle, with a test program in Miami.

[WATCH VIDEO](#)

BACKGROUND

The experience economy is here. Consumers are increasingly preferring to spend their disposable income on experiences rather than goods. In a survey by Barclaycard in 2018 over half of consumers said they preferred to spend money on entertainment & events than material things. This trend has been heavily influenced by social media and the millennial generation who have seen the results of a recession impact on the ability to consume and accumulate consumer goods.

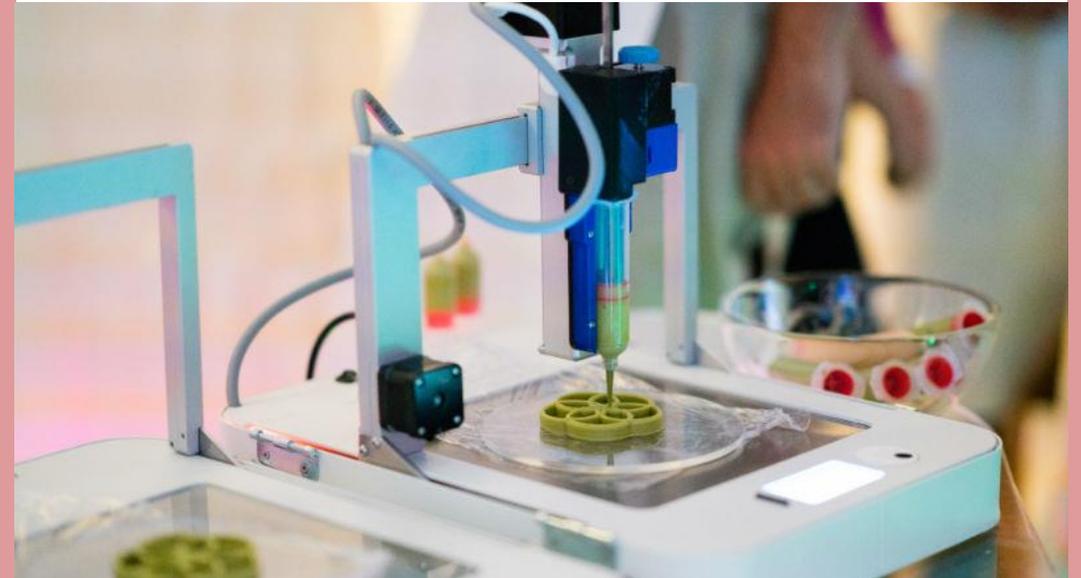
PREDICTION

Experiential dining will massively increase with new iterations of experiences driven by improved technology providing the ability to cater in new places, or transport people through virtual reality.

- The continued decline in real life retail, with a lean towards e-commerce, will free up and reduce the cost of physical space, allowing brands to do more, this paves the way for more blended experiential leisure and dining.
- 3D printing & other technologies will make it practical to operationally offer food and drink in obscure places, this will mean much better link between place & taste.

ESCALATION OF EXPERIENCES

CASE STUDY



RESTAURANT SMINK, NETHERLANDS

Instead of farm to table, its pixel to plate. Mixing inspiration and technology, chef Jan Smink uses 3D printers to pump ingredients into layers & complete dishes.

[WATCH VIDEO](#)

HEIGHTENED INFLUENCE OF SOCIAL

BACKGROUND

Social media has truly revolutionised the world, from how we communicate, engage with friends and brands, consume media, get informed and make buying decisions. There are few consumer habits that have had quite as much impact. While platforms may change, the core of social media being part of our lives will continue and become more embedded in the way we live, work and consume.

PREDICTION

“There will be an even greater influence of social media on everything from space design, menu choice and enhancing the customer experience.”

Social media hold considerable data about us, our preferences and habits, that until now has primarily been leveraged for targeting advertising by commercial outlets. Our panel believe that this data will move to further personalise our experiences around food, including;

- More data-driven recommendations on venues and dishes
- Menu items tailored to our preferences/dietary requirements
- Music being adapted in a venue based off personal preference.

CASE STUDY



1889 FAST FINE PIZZA - STOCKHOLM

A disruptive restaurant chain and an innovation lab, designed and managed by a concept development agency aiming to deliver extraordinary guest experiences, increased throughput, reduced labour models & operational efficiencies, powered by interfacing technologies and sensors.

[WATCH VIDEO](#)

ABOUT THINK HOSPITALITY

WE EMPOWER THE GROWTH OF HOSPITALITY BUSINESSES

- A collective of passionate and highly experienced hospitality business leaders that come together to empower growth and development of winning hospitality brands.
- The team aren't just consultants, we invest and operate our own hospitality businesses. We have successful careers with backgrounds as executives and directors of leading hospitality brands.
- We blend broad industry knowledge, established expertise with data and research, providing recommendations that will have an impact commercially.



OUR LEADERS HAVE WORKED WITH OVER
80 BRANDS IN
MORE THAN 30
COUNTRIES

GLOBALLY EXPERIENCED & CONNECTED



EXPERTS IN THE BUSINESS OF HOSPITALITY



ANALYSING
PERFORMANCE &
POTENTIAL



FACILITATING
STRATEGY
DEVELOPMENT



CREATING
WINNING
CONCEPTS &
INITIATIVES



UNDERSTANDING
THE MARKET



EMBEDDING
PROCESSES &
INFRASTRUCTURE



INSPIRING
THE BROADER
TEAM &
BUSINESS



STUDYING
COMPETITORS &
CONSUMERS



DEFINING
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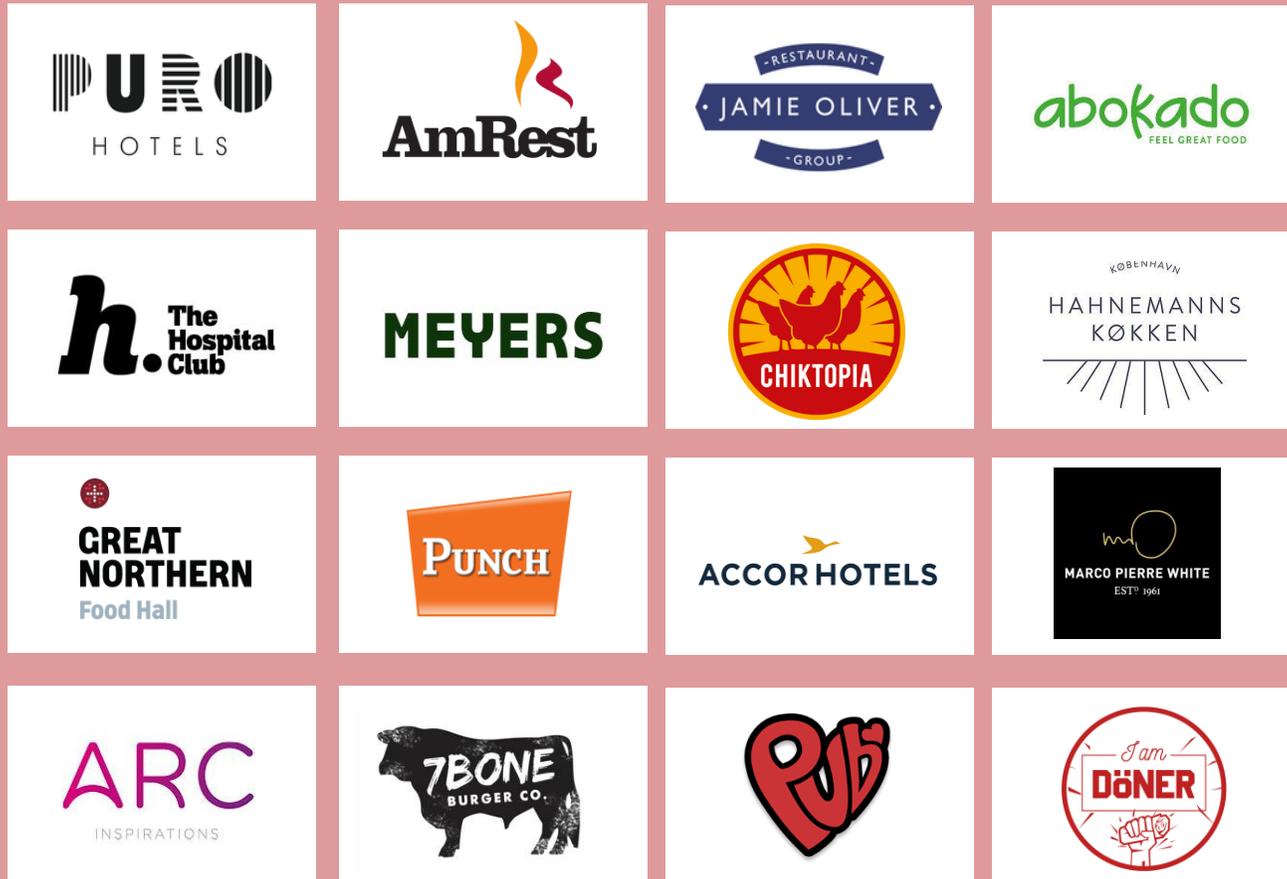


CONNECTING
YOU WITH GREAT
PARTNERS

THINK
HOSPITALITY

RECENT BRAND EXPERIENCE

HOSPITALITY GROUPS & BRANDS



INVESTORS



RETAILERS



ASSOCIATIONS & MEDIA



TECHNOLOGY





**LET US HELP YOU DEFINE
YOUR FUTURE.**

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