



# Foodservice Trends *2020*





Introduction .....	04
State of the Market .....	06
Mega-trends .....	08
'Future Forward' vs 'Back to Basics' in the Americas .....	10
Time For Better Business in Europe .....	16
Knowing MENA, Knowing You .....	22
APAC - A Battle Between .....	28
Global Movements .....	34
A.I. in Foodservice .....	40
About JLL Foodservice Consulting .....	47
JLL Foodservice Consulting Contacts .....	48
JLL Global Contacts .....	49

# Introduction

## Welcome to the Foodservice Trends 2020.

Throughout 2019, JLL Foodservice Consulting have been working on global projects that are pushing the boundaries of foodservice, leisure and place making. From mega projects in the Middle East to some of the best Food Halls globally, these projects are at the forefront of finding solutions to global challenges. We have drawn on this experience and gathered together insight from our teams across the world, to bring together a summary of the most exciting trends in foodservice that we expect to impact the industry in 2020.

As our 2018 and 2019 publications have shown, some trends continue to last and are so strong that they evolve over and over rather than making room for new ones. Others disperse in various ways across multiple sectors.

Despite slowing restaurant growth in the USA, and well publicised multiple brand failures in the UK, F&B is still booming. As you will see in our State of the Market section, the F&B market is growing across the world. With populations increasing and, at the most basic human level, the simple fact is that we all have to eat, this growth will continue. At a more experiential level, growth will come from an increase

in quality dining occasions. This is especially the case in the Fast Casual Sector, with revenue likely to reach \$17 billion by 2024 in Europe alone.










This year’s book explores the areas behind the global F&B market growth. Sustainability and conscious eating are a constant theme with plant-based diets on the rise in both the Americas and Europe, highlighted by the rapid growth of the Beyond Meat and Impossible Meat businesses.

Technology is as prominent as ever in the foodservice industry as we enter the next decade. This is seen in the maturing delivery market in Europe, operational automation in the Americas and in APAC as part of the dining experience. Speaking of the Experience Economy, ‘Dinertainment’ has been booming in North America and Europe for some time, however, it is still growing in the MENA region, particularly as countries like KSA roll out their 2030 cultural reform proposals.

This publication provides an overview of some of the key trends and the operators taking them forward across the world. We hope you enjoy it, and if you want to know more, please feel free to get in touch.

*Your JLL Foodservice Consulting Team*






## Top European countries for cashless payment transactions (£BN)

	UK	21.27
	France	18.96
	Germany	17.99
	Netherlands	6.45
	Spain	6.28
	Italy	4.79
	Sweden	3.9
	Poland	3.87
	Belgium	3.44

Source: European Central Bank 2015

## Top 500 F&B Brands - Sales growth by segment

Annual Sales Change

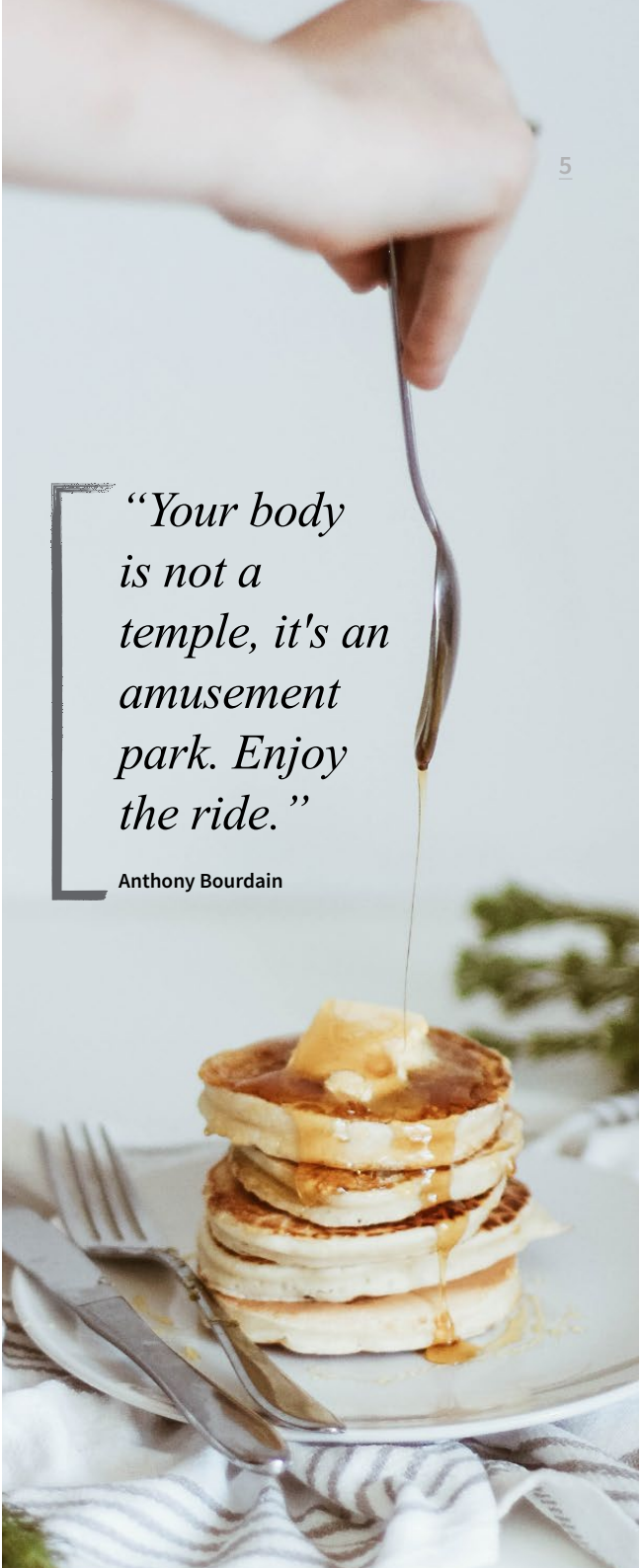
	Fast Casual	8%	9.8%
	Fine Dining	3.1%	3.5%
	Quick Service	3.1%	3.5%
	Midscale	2.2%	2.2%
	Casual Dining	1.1%	2.1%
Top 500 total		3.3%	3.8%

■ One-Year Sales Growth      ■ Five Year Sales CAGR

Source: Technomics (2019)

“Your body is not a temple, it's an amusement park. Enjoy the ride.”

Anthony Bourdain

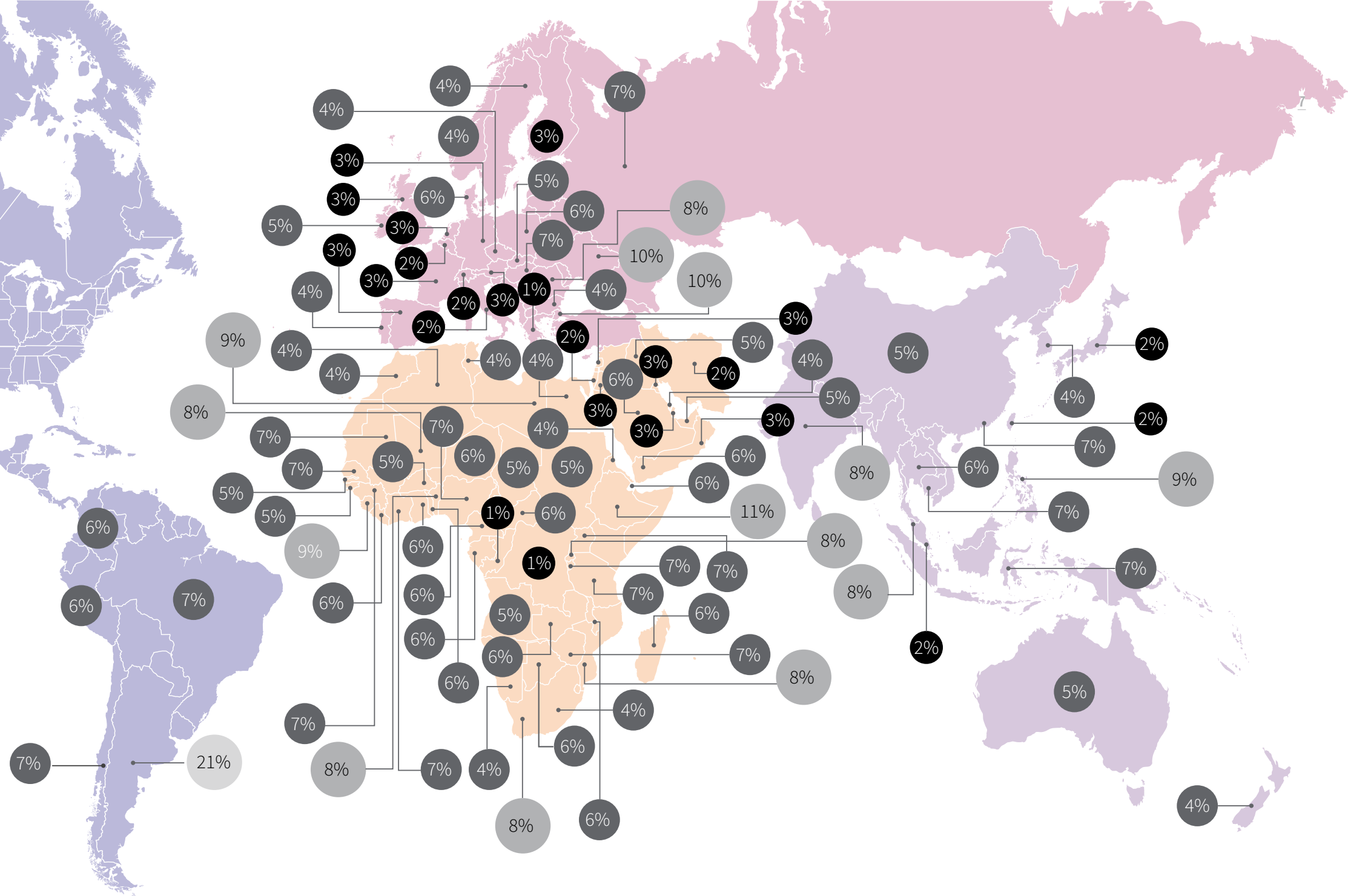
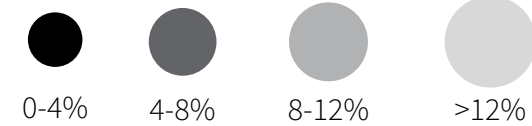




# State of the Market

■ Americas  
■ Africa & Middle East  
■ Europe  
■ APAC

Foodservice Market Size Growth (%) 2018-2022





# Mega-trends

## Regional insights

For the 2020 edition of the Foodservice Trends book, we have looked at the foodservice industry across four key regions - the Americas, APAC, Europe and MENA.

In a collaboration with JLL foodies around the world, we have explored market drivers, identified which of our foodservice mega trends are still leading the way regionally, compared maturity levels and collated specific, local examples of foodservice innovation across the various regions.

Turn the page for more...

### *Experience Economy*

The aspiration of experience over ownership

1. **Dinertainment**  
Food & leisure partnerships
2. **Snobmoddities**  
Enhanced foodie products & services

### *Conveni-Tech*

The demand for convenient and superior services

1. **Food on demand**  
Food anywhere and everywhere
2. **iRobot**  
Automation in foodservice

### *Youniverse*

The desire to be seen & served as unique

1. **Foodstagram**  
Social media food stars
2. **Pick 'n mix**  
Curated food stalls & market halls

### *Supply Unchained*

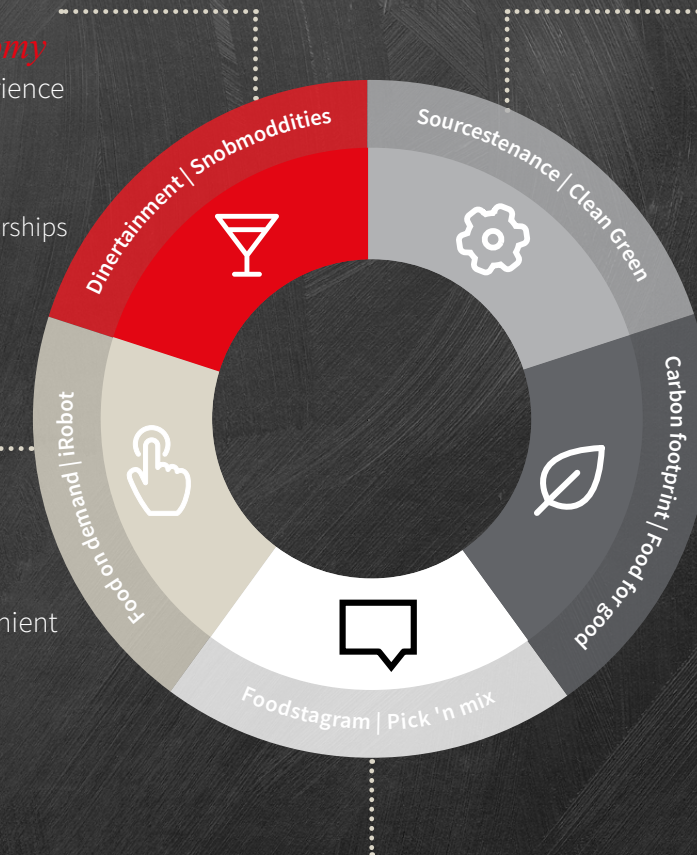
Collapsing barriers between consumers and production

1. **Sourcenance**  
Producer-led food concepts
2. **Clean Green**  
Sustainable & healthy eating

### *Better Business*

Where purpose and profit come together

1. **Carbon footprint**  
Waste not, want not
2. **Food for good**  
Society matters







## 'Future Forward' vs 'Back to Basics' in the Americas

In the Americas, led by the United States and in Canada, there is a trend across the foodservice industry towards increased automation in all areas of production. The drivers behind this in the US, in particular, is the continued slow growth in the restaurant industry combined with increased pressure on margins. In an industry which already survives on thin profit margins, increasing labour costs are challenging operators as various states are passing new minimum wage laws, and the topic is even being debated federally ahead of the 2020 elections.

The industry clearly recognises that automation has a role to play in foodservice going forward as a cheaper supplement to labour, especially in fast food world, and despite the higher up-front investment the use of automation is increasing significantly.

At the same time, on the consumer side, conscious consumption has been a trend in major cities for years, but is now impacting non-urban cores and wider sectors. As global threats to our supply chain

move from being a fringe topic to more mainstream concerns, people are changing their eating habits and demanding more from corporations, restaurants and retailers.

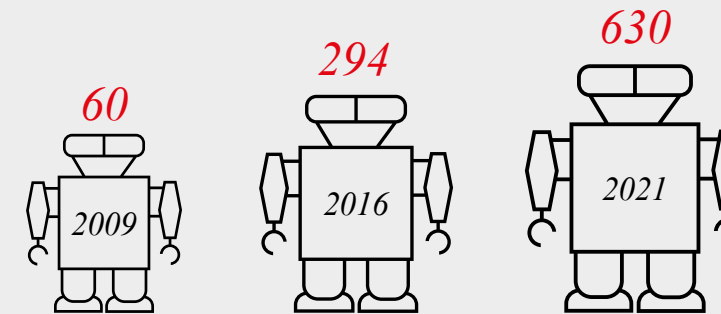
Whilst the likes of Beyond Meat and Impossible Meat have been around for a while, they are now becoming commonplace on menus. Major chains, like Burger King, TGI Fridays and A&W have incorporated plant-based ingredients on their menus, emphasising the growing demand for sustainable options and new players, like Rebellyous, are extending the product range.

This high street demand is reflected in other areas too with employees and students asking for more plant-based options and for greater transparency on food sourcing and food waste in their workplaces and universities.

So can operators make best use of their savings on the labour line to allow for investment in better ingredients?

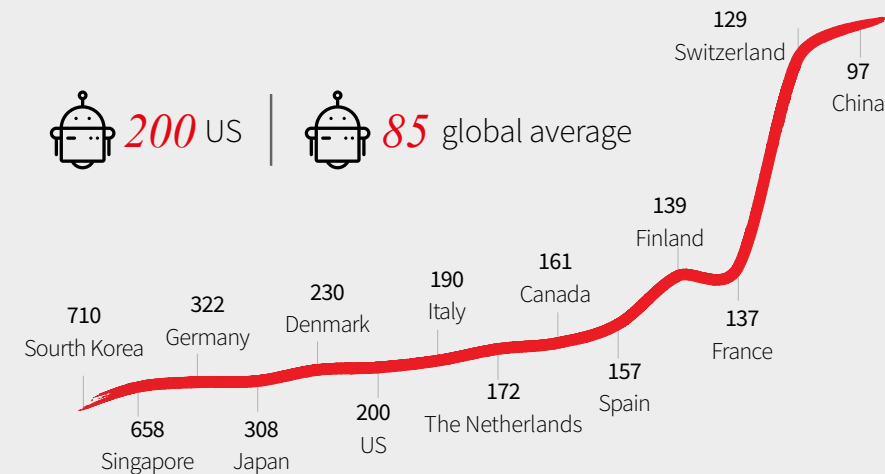


## Estimated Annual Worldwide Supply of Industry Robots (000's of units)



Source: IFR World Robotics 2018

## Density of Robot Workers per 10,000 employees in the Manufacturing Industry

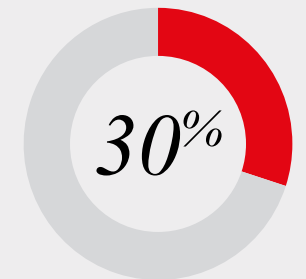


Source: Statista



Growth of plant-based protein shipments to foodservice outlets

Source: NPD Group



of Brazilian citizens are opting for more vegan foods. The Brazilian plant-based market now has a potential reach of 60 million interested eaters.

Source: Good Food Institute





## *In practice*



Image source: UBCEAC

### I'm Lovin' Tech

McDonald's spent nearly \$1bn, in 2019, adding ordering kiosks and other tech in the US, and globally.



Image source: SPyce

### Robotic Restaurant

Boston's fully automated 'Spyce Kitchen', received \$21m to fund expansion in 2020.



### BreadBot

Despite its small footprint, this machine can do the work of a full bakery as it mixes, blends and cooks bread dough.



### Mean Greens Café

This dining hall in the University of Northern Texas, features a vertical farm offering healthy options for students looking to eat more sustainably.

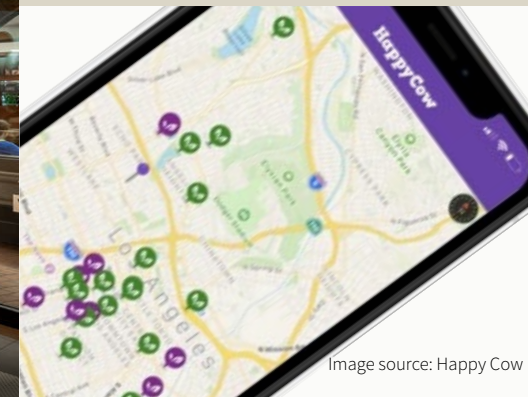
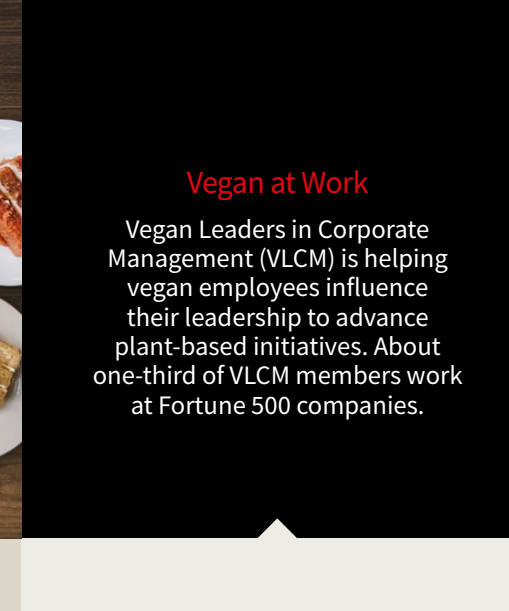


Image source: Happy Cow

### Veggie's on Tour

The Happy Cow app features a database of vegetarian & vegan friendly restaurants across the world, giving travellers the option to stick to a plant-based diet while away.



### Vegan at Work

Vegan Leaders in Corporate Management (VLCM) is helping vegan employees influence their leadership to advance plant-based initiatives. About one-third of VLCM members work at Fortune 500 companies.



Image source: New Wave Food

### Tyson's Foods 2.0

The world's 2nd largest processor of chicken and beef has invested in New Wave Foods, to create a plant-based version of shellfish.





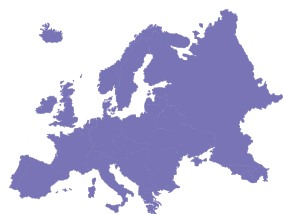
Expect to see more of...

### *CircularEni*

This circular, 3.10m tall experimental juice bar is topped by a dome filled with 1,500 oranges. When an order is placed, the machine turns the orange peel waste into 3D-printed bioplastic cups. It was developed in partnership between a design and innovation firm as well as a global energy company. The CircularEni is an example of circular design that is meant to demonstrate how people can consume far more sustainably by using technology.







## Time for Better Business in Europe

In Europe, it definitely feels like climate change is a defining issue of our time. Businesses, governments and consumers alike are listening to the science and taking action.

In March 2019, the European Parliament voted to ban single use plastic in all EU member-countries by 2021, including plastic cups, containers, straws and cutlery. This legislation has already caused foodservice operators to react with companies like Starbucks and Pret setting themselves significant targets to reduce plastic and improve other processes.

Across Europe the number one reason given for consumers exploring a plant-based diet was 'a concern for the environment'. With the laws forcing change and customers demonstrating support, we expect to see operators being pressured by consumers into creating and demonstrating better business practice. The European F&B Market is about to make its most significant move in stamping down on carbon footprint.

Whilst sustainability is stepping up in importance across the foodservice industry, so is convenience, and often it is tech that is able to provide the

customer-centric solution. As an example, the growth of the food delivery market shows no sign of stopping. Over the last year Deliveroo's \$575m fundraise was backed by Amazon. Dutch delivery giant Takeaway.com proposed a merger with JustEat, and rumour has it that UberEATS is about to enter the German market.

On top of this growth, we are seeing increased innovation within the food delivery market that is making waves and opening up potential new markets for operators. Examples include FeastHQ who are focusing on the late-night sector, delivering between 11pm and 5am and Paris' PSG Football Club who are partnering with Deliveroo to trial customers ordering food direct to their seats. Elsewhere in stadiums, SeatServe has now arrived in Liverpool from the States again using technology, cashless payments and service to the seat to provide a 'frictionless experience'. We expect the rise of delivery to continue, and in fact, we believe it will be enhanced further as self-driving technology, such as Europe's first self-driving delivery robots by Starship Technologies are integrated further into the experience.



Restaurant to consumer delivery		Platform to consumer delivery
\$8,638.3	2017	\$3,145.1
\$16,763.2	2023	\$7,896.6

Revenue forecast for the Online Food Delivery market in Europe from 2017 to 2023 (in million U.S. dollars)

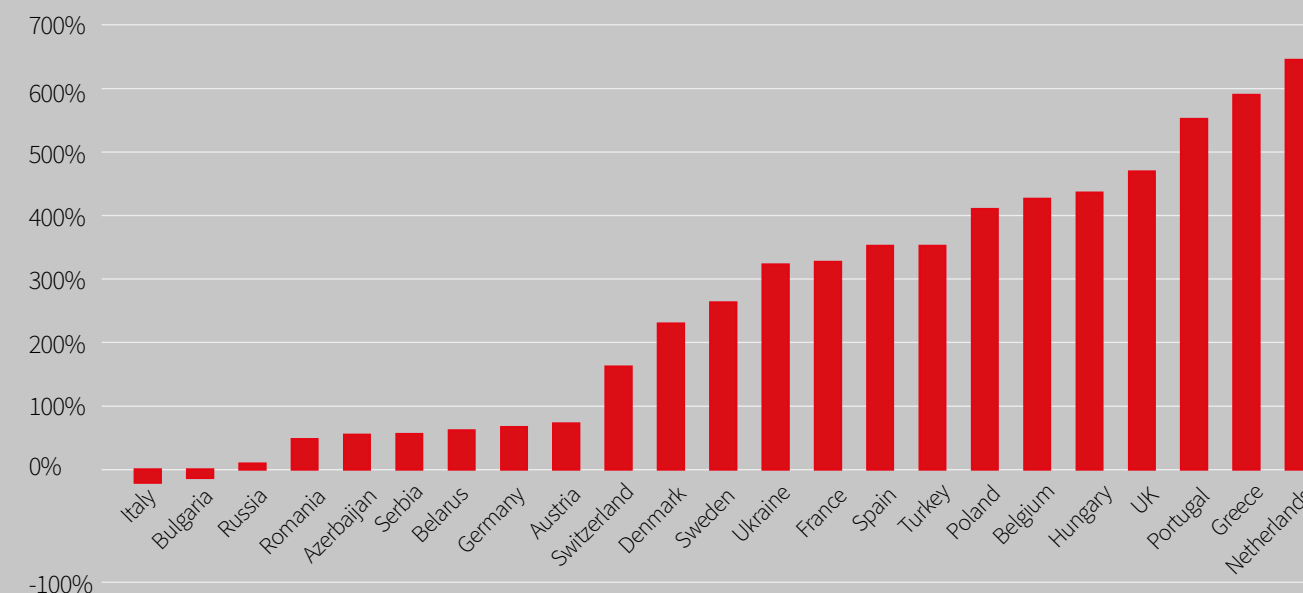
Source: Statista 2019



EU member states will have to achieve this collection target for plastic bottles by 2029 and contain 30% of recycled material by 2030.

Source: European Parliament

Online searches, per country, across Europe since 2014



Source: Vegconomist/Ceuta Group 2019



## *In practice*



Image source: Starbucks

### The Last Straw

By 2020, Starbucks's new sippy cup design will phase out plastic straws, saving the use of 1bn straws per year, worldwide.



### WasteWatch

Sodexo has teamed up with Leanpath to create the WasteWatch programme, which could reduce food waste by 50%, by 2025. They also aim to cut food waste at 3,000 locations worldwide.



### Fresh, Customised Delivery

Fast Casual brand, Sweetgreens, has received \$150mn in new funding to update and expand their delivery program, Outpost.

### Sustainability takes shape.



### If Carlsberg Did Paper Bottles...

Danish brewing company Carlsberg are developing prototype paper beer bottles. This is part of the company's wider aim to achieve zero-carbon by 2030.



Image source: Guardian

### Laser Printed Labels

Dutch company, EOSTA, uses laser stamps as an alternative to plastic labels. They are already used in Holland, Germany, UK, Austria and Sweden.

### Work Shake for Champagne

The Virgin Voyages Sailor App allows cruise guests to use their mobile, to order a bottle of Möet Chandon Impérial, to be delivered anywhere on the ship.



Image source: KFC Global

### Cluck Off Plastics

KFC are aiming to cut all plastic-based, consumer-facing packaging by 2025. In place of plastic, they will be investing in recoverable or reusable materials.





Expect to see more of...

## *'Dark Kitchen'* *Investments*

This investment management juggernaut Blackstone are backing the dark-kitchen trend, which is increasing as a reaction to the F&B delivery boom, by investing €8bn in a portfolio of warehouses and dark kitchens throughout Europe.



Image source: Blackstone





## Knowing MENA Knowing You

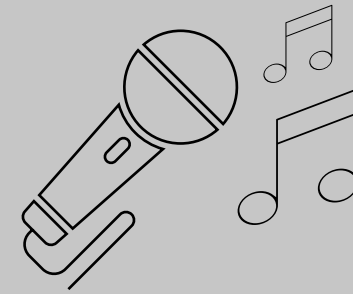
Foodservice in the MENA region is a tale of two, very distinct, realities. On the one hand is the Arabian Peninsula, whose wealth and desire to become a global destination has created numerous opportunities for higher-end, local and international brands. On the other hand, there is Africa, which is beset by numerous development challenges, in part due to political turmoil, under investment and often simply because it's potential has been ignored... but, this is changing.

Dinertainment is not new to the Gulf region, as evidenced by the many celebrity chef appearances and Escape Room awakenings in the last two years. However, the Kingdom of Saudi Arabia's 2030 reform proposals focused around a variety of lifestyle, leisure and experience led destinations, indicate that the experience economy will remain a key trend.

Meanwhile in Africa, the market (except for South Africa & Egypt) is significantly less mature and in the early development stage. However, with a growing middle class and increasingly more opportunities

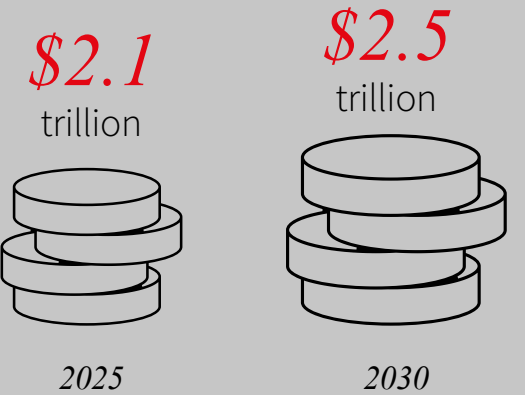
(despite remaining infrastructure challenges) this region has become an area of strong interest for many international foodservice brands. The economic growth has led to pockets of foodservice innovation in places such as Lagos, Cape Town and Nairobi.

Many Africans are keen to redefine narratives surrounding the continent. This has led to the 'green shoots' of the sourcenance trend emerging within the region. A renewed sense of pride means that operators are turning towards indigenous, local produce for inspiration, to ensure African cuisines receive the same attention as others. Staying true to the 'Sourcenance' trend, the early days of 'Dinertainment' in South Africa saw the pop-up of Food Clubs such as The Third Culture Experiment where guests really get a chance to connect with both the Chef and the food. At the other end of the scale, global hospitality giants like Hilton are expanding their portfolio and brands in the region, whilst also engaging with local producers to make tourism more sustainable.



Evidence of a societal shift through festivals like Ultra coming to Abu Dhabi for the first time every in 2020.

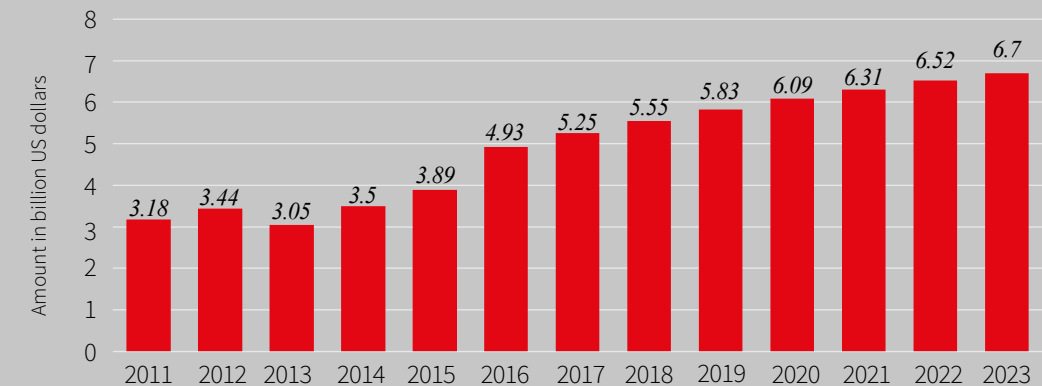
Source: Whats on AE 2019



Consumer expenditures in Africa are expected to rise, driven primarily by a growing middle class population

Source: Brookings 2019

*Industry revenue of "restaurants, bars and canteens" in South Africa 2011-2023 (in billion U.S. dollars).*



Source(s): Statista, Statistics South Africa; ID424542





## *In practice*



### The Wavehouse

Located within the Palm Atlantis in Dubai, this space seamlessly combines leisure with F&B, creating a family friendly entertainment space.



### Insects For All

Gourmet Grubb is opening South Africa's first all-insect restaurant. The South African company hopes to encourage people to eat more insect based products.



### L28 Culinary Platform

This restaurant in Tel Aviv provides new chefs with a six months residency, a Restaurant Manager, marketing and the hyper-local sourcing via a roof top farm.



### Hilton Northolome, Seychelles

Hilton will invest in a local hydroponic farm and sustainable farming practices, cutting imports by 40%.

### Hilton Transcorp Abuja, Nigeria

Hilton have partnered with ACE Charity on its Business Empowerment Program for Women (BEPW) to provide skills and training opportunities for young women, saving around 50% on sourcing costs.



Image source: TimeOut

### TimeOut Market, Dubai

This 30,000ft<sup>2</sup> Food Hall is set to open at Souk Al Bahar in Downtown Dubai at the end of 2020, featuring 16 local chefs, 3 lounges and 670 seats.





Expect to see more of...

### *‘LMNTS’*

This new 3D dining experience, located at the Dubai World Trade Centre, features a 5 course meal which is inspired by each of the five elements: Void, Fire, Water, Air and Earth. The restaurateurs use the technology of 3D mapping, optical illusion and sound to tell a story which brings each dish to life.







## APAC - A Battle Between ...

As anywhere in the world, dining across the Asia Pacific region is no longer simply about grabbing a bite to eat. With this generation's increasingly sophisticated palates and their hyper awareness of technology and social media, people are looking for a meal that not only tastes good, but one that is unique, memorable and even has a sense of adventure.

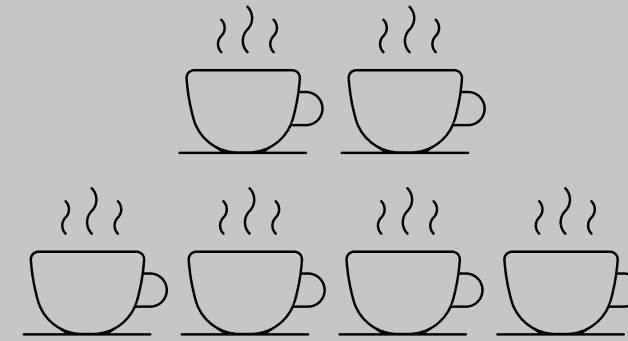
This consumer demand has created an exciting range of foodservice offers that provide some great examples of the Dinertainment and Snobmodities trends. In order to stand out in the highly competitive dining scene in Asia, restaurant operators are going above and beyond to create extraordinary encounters for their customers. These range from the simplest, "home dining" clubs up to the most complex restaurants using 3D printing technology and high levels of menu customisation.

Food markets, from the traditional, hawker centres in Singapore, to the fresh fish markets in Japan and wet market stalls in Hong Kong, which have long been an integral part of dining in the APAC region,

have been at the forefront of integrating these trends. Much like everything else in this world, we have seen an evolution of these markets into unique food halls, where diners have a wider choice of food & drink options in an exciting yet casual environment at an affordable price. With chain eateries becoming mainstream and abundant, food halls offer a fresh alternative to restaurant-goers, all under one roof. They also enable a quick bite in a nicer environment, faster than in restaurants and better than in typical Fast Food units.

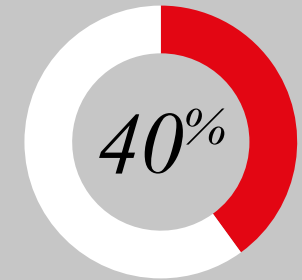
Whilst the above trends are certainly changing the restaurant landscape in the region, it must also be said that demand for healthier food, more transparency in sourcing and sustainability is becoming increasingly important across APAC and driving a lot of change and innovation.

It will be interesting to watch how the battle between mindful eating and the desire for experience will shape the market.



Starbucks reserve in Shanghai, in their first 8 weeks of operations, is selling, on average, twice of what a traditional Starbucks store in the US would make each week in just one day.

Source: Digiday



of consumers are willing to pay for high quality or premium products, opening the doors further for speciality products and ingredients.

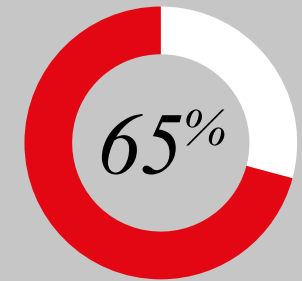
Source: Beverage Daily



## Snackification

The Asian industry's favourite buzzword in 2018, with the APAC snack market forecast to grow at almost 6% CAGR between 2018-2023 as busy consumers seek a quick fix.

Source: Mordor Intelligence



of consumers in the APAC region say that they are either always or often influenced by health and wellness in choosing what they eat and drink.

Source: Just-Drinks





## In practice



Image source: Wagyumafia

### Wagyumafia

The popular yet highly exclusive members-only restaurant restaurant, located in Tokyo. The experience features co-founder Hamada's signature stare at the camera as he serves dishes to his customers, creating the ultimate Instagram moment.



### JUST

A plant based egg company located in Hong Kong and Singapore. About 250 egg sandwiches were sold out in 30 minutes of its launch.

Image source: JUST

### Hot Pot Dating

A hot pot restaurant in Hubei Province, China has taken social media by storm because of it's one of a kind dining experience. The restaurant is divided into an eat-alone area and a dating area. In the dating area, men sit on the left and women sit on the right, separated by a removable wooden board. If both diners want to get to know each other, they can press a button on the dining table that moves the board to allow them to eat together. Could this be the future of dating?



Image source: VCG

### Meituan

China's biggest food delivery company, is trialing its unmanned, stair climbing robots in offices and hotels across Beijing and Shenzhen.



Image source: Meituan



### SookSiam

Themed as a floating market at ICONSIAM, SookSiam features a wide range of local specialties, surrounded by unique food stalls and a manmade canal.



Image source: Wanghinnoi

### Dining with Fireflies

Wanghinnoi, Bangkok, is trying to simulate a natural ecosystem featuring a firefly garden. The menu rotates every 4 months around the theme of fire, earth, air and water.



Image source: NG SOR LUAN

### Unmanned Stores

Singapore brands Octobox, OMO Store and Pick & Go announced plans for new unmanned convenience store concepts, that will be launched by 2020.





Expect to see more of...

### *Deliveroo Food Market, Singapore*

Deliveroo's 3rd site in Singapore, named Deliveroo Food Market, is considered an upgraded 'Editions' concept. Set across 3,000ft<sup>2</sup>, Deliveroo Food Market houses 10 kitchens and a dining space that can accommodate for up to 40 people, making it the “largest dining site globally for Deliveroo”.





# Global Movements

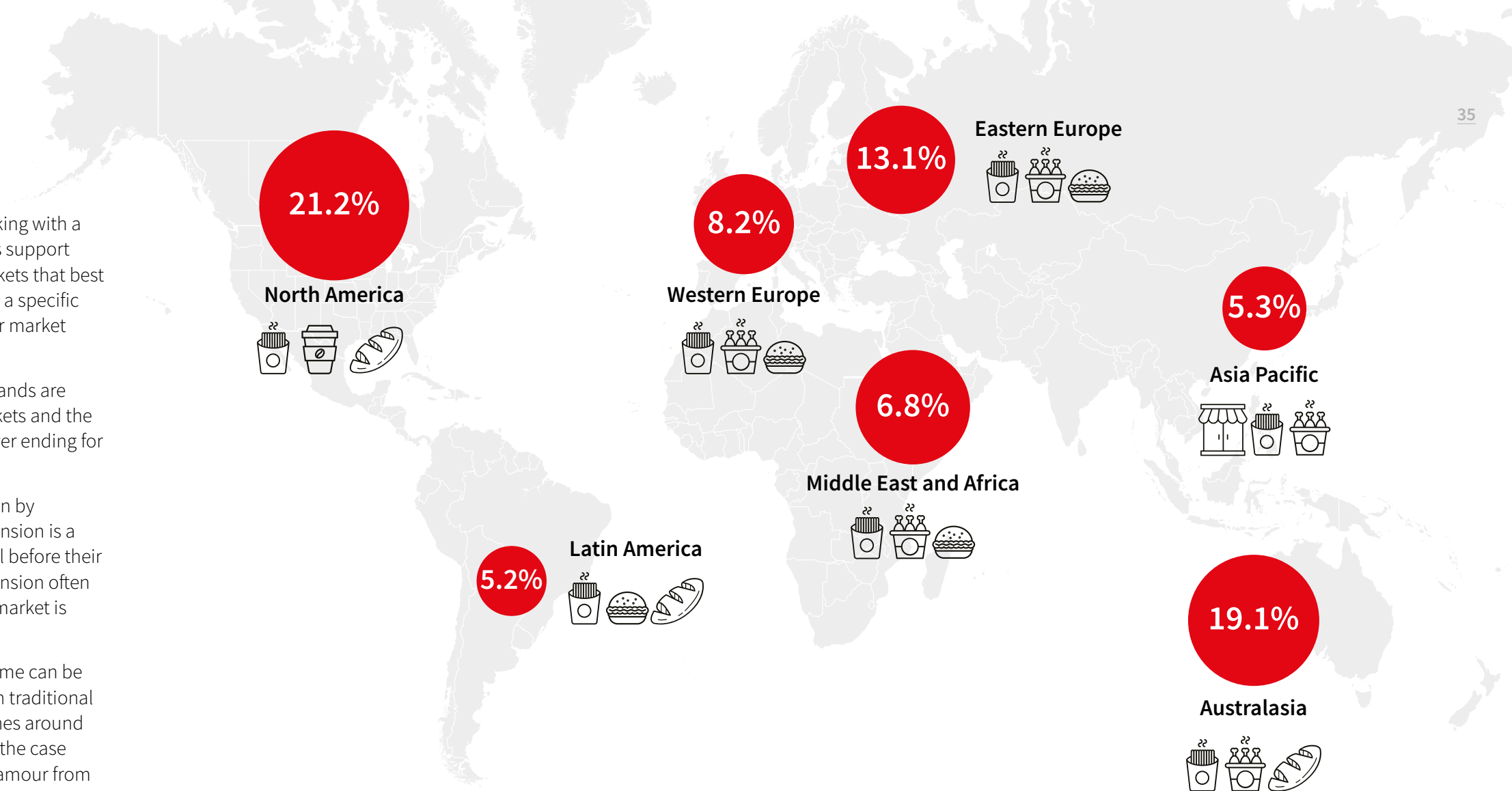
Over the past year at JLL Foodservice Consulting we have been working with a number of brands who are looking to expand into new markets. This support ranges from working with concepts to identify the international markets that best match their brand, to then working with operators who have chosen a specific country for expansion providing support in preparing the strategy for market entry and strategic growth.

With every passing year, it seems like more and more foodservice brands are looking to expand their horizons and take their chances in new markets and the search for suitable local franchisees in new markets seems to be never ending for some brands.

The reasons for expansion are always founded in growth, often driven by investment from private equity. For many brands, international expansion is a key part of their “end game” and they are often looking overseas well before their home markets are saturated. For others, it seems that overseas expansion often comes at a point where they feel that organic growth in their home market is starting to slow.

As a Landlord, introducing a new international concept to your scheme can be a real coup and, if the offer is right, it can create a strong buzz in both traditional and social media, driving footfall along to join the queue that stretches around the block for the new “best burger in town”. However, it seems to be the case that international openings are very rarely based on demand and clamour from the local market and they can end up as an expensive, embarrassing excursion, leading to site closures and withdrawal of the brand after just a few short years, or in some cases even less.

So, on the following pages, we have highlighted a number of the key examples of brands moving to new markets over the past year that we will be watching with interest to see if they succeed.



## Still room to grow?



*Share of the foodservice market held by the largest 10 F&B companies, across the globe.*



# Global Movements

Examples of current brand expansion throughout the globe.

Company	Moving From	Moving to
Chick-fil-a	USA	Canada
Wingstop	USA	Mexico
Pieology	USA	Mexico
Chotto Matte	UK	Canada
Leon	UK	USA
Mad Mex	Australia	Singapore
Arabica	Dubai	Singapore
Hans Im Gluck	Germany	Singapore
Five Guys	USA	Australia
Tim Hortons	Canada	Hong Kong
Wendys	USA	Australia
Duck & Waffle	UK	Hong Kong
BrewDog	UK	Shanghai
Burger & Lobster	UK	Singapore
Block-House	Germany	Austria
Wagamama	UK	Austria





# Global Movements

Examples of current brand expansion throughout the globe.

Company	Moving From	Moving to
Exki	Belgium	Germany
Black Tap	UAE	Switzerland
Eggslut	USA	UK
Jollibees	Philippines	UK
Taco Bell	USA	India
RocoMamas	South Africa	Saudi Arabia
Spur	South Africa	Mauritius
Burger King	USA	Kenya
Nusr-Et	Turkey	UK
IHOP	USA	Pakistan
Fatburger	USA	Pakistan
SushiSamba	UK	UAE



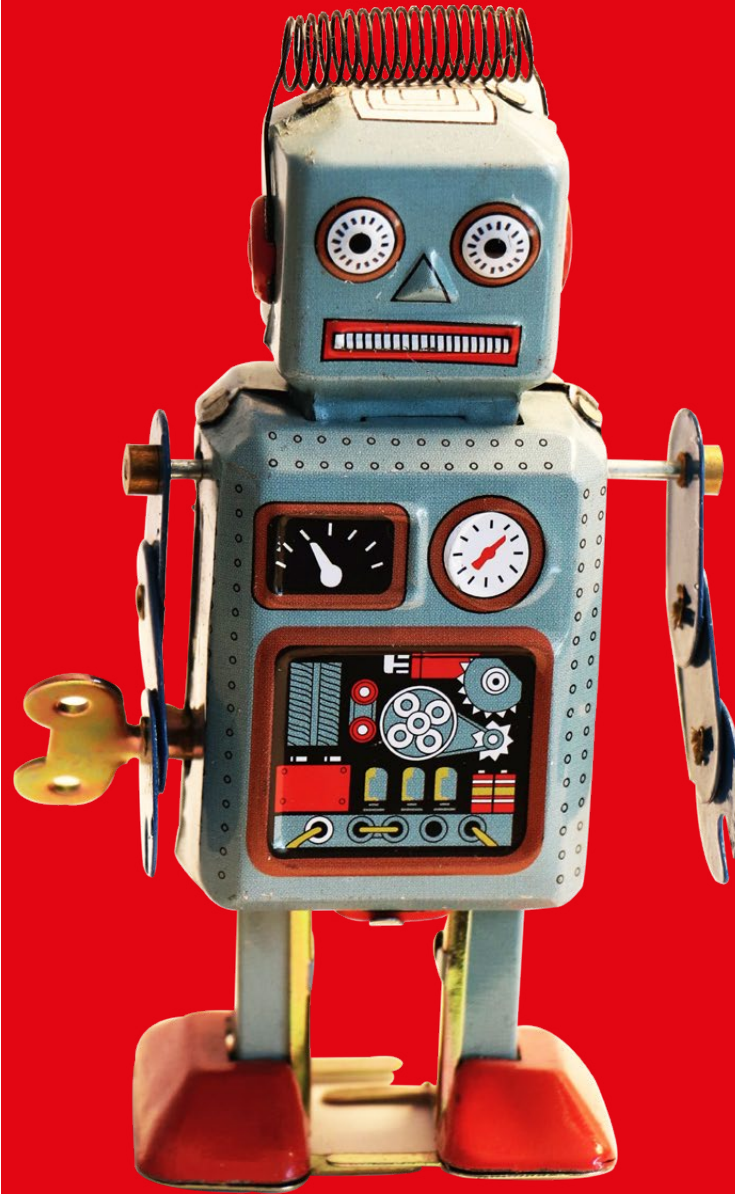


## A.I. in Foodservice

It's midway through a busy dinner service in the JLL Foodservice Consulting AI driven restaurant. The POS system at the bar prints an order of 2 beers for table 14. Bartender Richard pulls them to perfection and waives over Ken to bring them to an empty table. 1 minute later, Adam and Ziyad enter the restaurant and announce to Host Steven that they have a booking. A quick check on the tablet and they are off to table 14 where the beer is already waiting for them, freshly poured just now. Everyone is delighted!

Ziyad had booked their table online where the AI based system (let's call it Lou) asked if they wanted a drink on arrival and by which means of transportation they were arriving. Typical Millennial - not afraid of Big Brother - Ziyad consented to sharing his geolocation, which enabled Lou (the AI) to be notified when the guest was nearby so that it could send away the order for the beer.

Back in the restaurant, Steven goes on to explain that all dishes are written on the feature wall, just to their left and hands them a tablet which contains information about all dishes, including allergens, calorie counts and the provenance of the ingredients. He also confirms that the tablet can be used to order, pay and to call for assistance if needed. Adam, immediately starts checking if the dish he likes contains beetroot. "Hate beetroot, do not want beetroot!"



Much earlier that day, our AI Lou is preparing the roster for next week. You see, our restaurant is located on the 50th floor of a skyscraper, overlooking the City – a great view! This means that weather and viewing conditions have a big effect on occupancy and guests' dwell time. Lou is taking this into account and checks various weather forecasts, historic trading data and various other data points before estimating a business volume and staffing the restaurant.

The AI can see that it is going to be busy and schedules Ken in again because through the cloud-based POS system, Lou can see that Ken tends to do the most up-selling. Planning him in for busy times will help the bottom line.

Just then, a message comes in from Margaret who is calling in sick for the dinner shift via the new system; her cough is back. Our trusted AI immediately jumped into gear and sent out a WhatsApp message to the wider team, asking who could fill in. Luckily Ian had time – what a team player! Barbara, the restaurant Manager, was aware of course, but didn't need to waste her valuable time making calls and monitoring WhatsApp trying to find a replacement staff member.

Instead, she, together with Chef Alexis and new Sous Chef Kostas was reviewing the stock order which Lou (the AI) had prepared for them. Perfect as always, although Alexis had just read a great recipe using scallops and so he added them to the list.

Barbara doesn't mind Alexis experimenting every now and then, as Lou has shown that our kitchen team is adhering to recipes and portion size well. Lou knows this because we integrated inventory and purchasing functions into the POS and every time an order is placed via the POS, Lou can compare actual stock levels and do the rest.

The next morning, Investor & Shareholder JB is checking his emails and happy to see that profits are up at our restaurant. JB then googles our restaurant (just because) and sees Adam's review on Trip Advisor talking about the beer. "Lou is really working out", JB thinks. "Money well spent!"

Whilst all of this may sound quite futuristic, it actually isn't. Many of the systems described above are already in use across pioneering restaurants, some more established than others and some still being trialled. One of the most influential developments of our time must surely be Artificial Intelligence and the implications for hospitality seem endless. Whilst traditional business owners often see new tech as a disruption or an unwanted expense, customers have come to expect it.

The point of new Tech and specifically AI is not to innovate for the sake of it, but in order to create fully integrated systems which can optimise operations for the business and remove 'unpleasant' elements (such as waiting for the bill) for guests.



# A.I. in Foodservice

In the context of AI we keep hearing a number of questions and concerns from an operator perspective, mostly related to concerns around investment, implementation and application. We briefly respond to these and other key considerations below:



1

*Concern over having to invest a lot of money into developing an AI system for the business.*

**The good news is:** you don't have to. The business areas for which AI systems are already available on the market are staffing, recruitment, inventory management, waste management, revenue managing, voice ordering and customer service (pre, during and post visit). Brands don't have to employ scientists to develop their own, but instead pay to use those that are already out there, much like with Point of Sales systems, for example. And, the system comes with a support team who will train you and guide you to get the best out of it. Given the ability that AI has and the opportunity it offers for the business, shouldn't the concern be whether we can afford NOT to invest in AI?

3

*Positive side effects from implementing an AI system which requires our teams to skill up*

Quite frankly, considering the rate of speed at which tech is developing these days, frequent change has become inevitable. The good news (again) is that new team members who are joining the workforce now (and will keep on joining) are not scared of new tech, but able to cope with it intuitively.

For now, introducing new tech systems of course will have its challenges, especially when we ask the our team to use it (as in our story). This goes especially for less tech savy team members who are not used to it. However...

2

*Concern over choosing the wrong system (which might be obsolete in a few years) and having to change again.*

Having to train non tech savy staff to deal with tech at work is always a concern, but there is an argument that being taught these new skills will have great benefits for them outside of work as well. Further, AI Voice ordering systems are known to be more accessible, for example for blind or deaf guests as well as for foreign language speakers, as the AI can adjust and take the time as needed to guide them through our offer.

4

*Positive side effects on our sustainability initiatives through AI*

In general, as we dive deeper into the possibilities that integrated AI systems offer, more 'connections' appear.

Let's think sustainability, Legislations and restrictions about waste and other factors are only going to get more challenging and more complex. AI can help monitor our waste, improve our yields, find alternative products and even notify the team about new legislations being considered, so that we don't waste time and resources setting up new supply chains or systems, which will have to be adjusted in a year.

5

*Positive side effects of AI on operational margins and revenue streams*

Benefits can extend to all stakeholders in hospitality businesses, as AI helps to improve margin, increase profit and even discover new revenue streams. In a time when labour and produce are becoming more expensive every year, having the power of big data and connectivity help optimise margins cannot be just an option, but must surely be a business imperative.

Looking to the contract catering world for example, we know that for a long time now Clients want to pay less (subsidies) whilst cost of goods is getting higher. Margins are being squeezed at every end. In situations like these, how can operators expect to win a tender when asking for subsidies and not utilising every (reasonable) avenue to optimise profits? On the high street and in shopping centres we might see a shift towards lower base rents but higher turnover rents, as AI helps to identify new revenue streams and upsell opportunities, loyalty schemes and push targeted promotions.

6

*In summary...*

All of this and we have still not mentioned the benefits that AI can have for foodservice operations through enhanced customer satisfaction. However, for all these great benefits, we also have to point out the limitations. What AI is to a big part? It is the next step of big data. As such, it can only be as good (or as expansive) as the data we feed it. This is another reason why jumping onto the AI bandwagon now is important as it will help businesses consolidate and improve their data and start looking at how else we can get it. To maximise the opportunity, we need to be as 'connected' as possible.

*This is not the time to be a technophobe and businesses that refuse or wait too long to innovate will be left behind.*







## *In practice*



Image source: Star Telegram

### BurgerFi – AI Kiosks

Self-ordering kiosks at BurgerFi or WowBao use a camera to recognise regular customers and make order suggestions based on previous order history.

### TellSpec – AI Allergen Check

TellSpec scanner beams a light directly onto the food item. Light photons read chemical compounds which are then uploaded and processed through TellSpec's analytics system. As a final result, data concerning the food's composition will be processed through via Bluetooth and subsequently downloaded to the user's smartphone.



Image source: CNET

### Mai – Voice Ordering

An AI solution that provides accessibility for the blind, transforming retail and hospitality as we know them.

### Pepper – Humanoid Robot

Nestle and Pizza Hut are using Pepper robots across stores in Asian countries. Pepper is a humanoid robot waiter taking orders, making recommendations and taking payment.

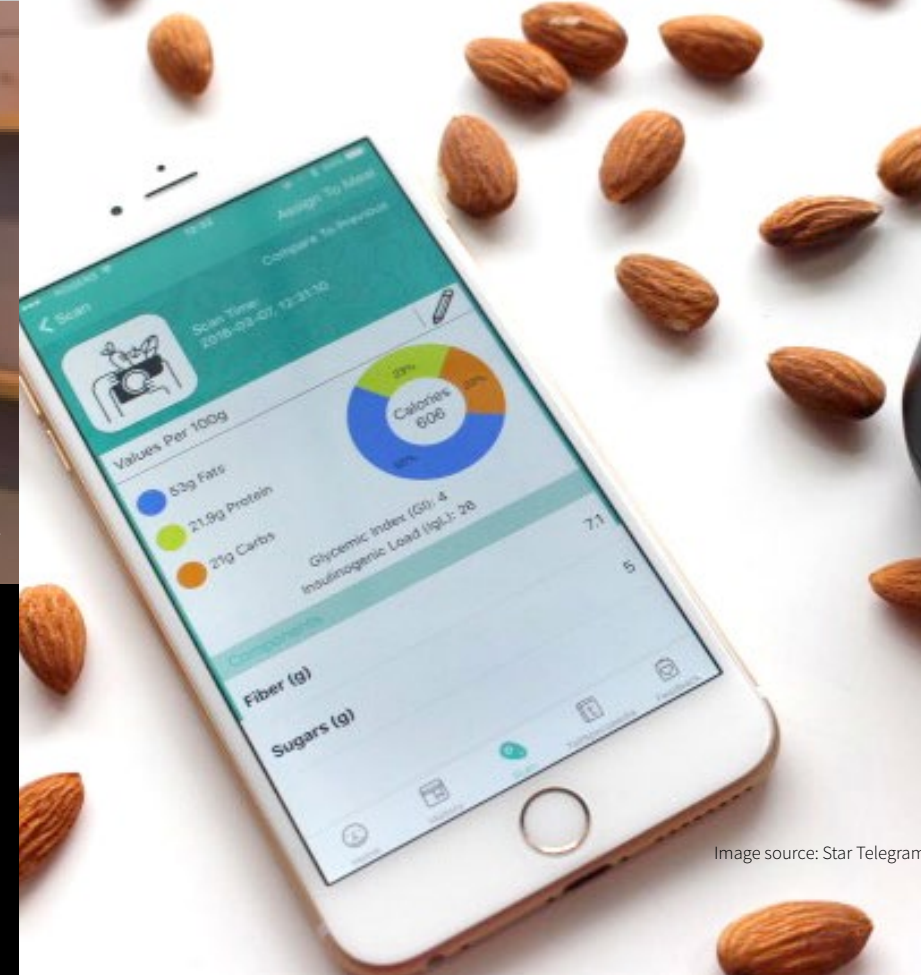


Image source: Star Telegram









### Say2eat - Chatbot

Say2eat from New York enabled customers to order food through a branded and customised chatbot via texting.



Image source: Chatbots Magazine



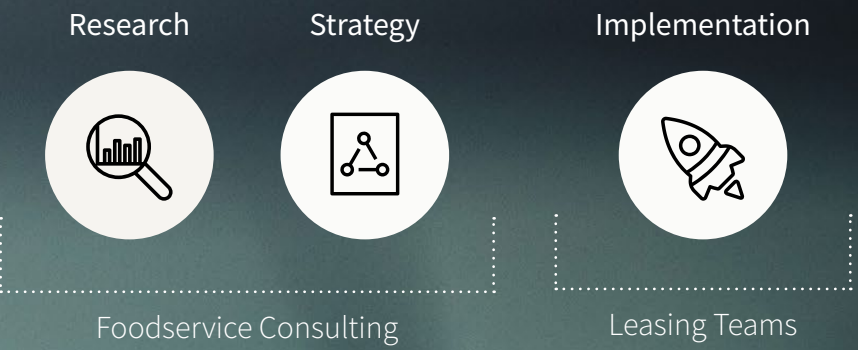
-  *Visitor Attractions*
-  *Workplace Food (B&I)*
-  *Retailers*
-  *Foodservice Operators*
-  *Shopping Centres*
-  *Transportation*
-  *Stadia*
-  *Hotels*
-  *Food Halls*



# About JLL Foodservice Consulting

JLL Foodservice Consulting is a world leading consultancy practice in commercial, leisure and retail foodservice. We create asset value through enhanced tenant performance, creating foodservice ‘places for people’ and building experience into the foodservice provision. In Shopping environments, visitor attractions, retail stores, arts venues, and office parks we have the depth of knowledge, experience and creativity to deliver fresh and exciting formats with profitable and enduring operations.

As a group, we offer an end-to-end service in delivering top-class dining destinations, working in collaboration with our international leasing colleagues. We provide specialist research and asset strategy whereas JLL international leasing teams are experts in implementing these strategies and securing the best tenants.





# JLL Foodservices Consulting Team

## *Adam Griffin*

Director  
Adam.Griffin@eu.jll.com

Known for creating  
global class-leading  
workplace solutions

## *Steven Okonkwo*

Research Support  
Steven.Okonkwo@eu.jll.com

AutoCAD trained and supports  
the wider team on a wide  
range of projects

## *Richard Moulds*

Director  
Richard.Moulds@eu.jll.com

Our lead designer, as well as  
the UK, Scandinavia  
and Hotels

## *Alexis Marcoux-Varvatsoulis*

Foodservice Consulting Lead - MENA  
Alexis.MV@eu.jll.com

Our lead for the MENA region,  
based in our Dubai office

## *Margaret Smith*

Business Support Co-Ordinator  
Margaret.Smith@eu.jll.com

Provides the backbone to the  
team's corporate travel and  
project administration



## *Louis Esner*

Consultant  
Louis.Esner@eu.jll.com

Delivering Business Development solutions, as well as leading commercial projects

## *Konstantinos Papadakis*

Senior Analyst  
kostas.papadakis@eu.jll.com

Providing project support for  
the MENA region, based in our  
Dubai office.

## *Paulina Herrmann*

Associate  
Paulina.Herrmann@eu.jll.com

Leads a range of commercial and  
business park projects

## *Ian Hanlon*

Director  
Ian.Hanlon@eu.jll.com

Leads the commercial sector,  
specifically within Spain,  
Portugal and Poland

## *Ziyad Sayeed*

Support Consultant  
Ziyad.Sayeed@eu.jll.com

Works within our B&I sector, as well  
as a range of commercial projects

## *Ken Higman*

Director  
Ken.Higman@eu.jll.com

Drives the team's sales in  
Germany, CEE, Americas and  
Tenant Representation



# JLL Global Contacts



**James Dolphin**  
EMEA / Retail Leasing Board  
Head of International Retail  
james.dolphin@eu.jll.com



**Emily Violaris**  
UK - London  
Director – Central London Restaurants  
emily.violaris@eu.jll.com



**Véronique Nocquet**  
France  
Retail Agency Director  
veronique.nocquet@eu.jll.com



**Dirk Wichner**  
Germany  
Head of Retail Leasing Germany  
dirk.wichner@eu.jll.com



**Elsa Merhawi**  
Sweden  
Head of Retail Dev. & Leasing  
elsa.merhawi@eu.jll.com



**Anna Wysocka**  
Poland  
Head of Retail Poland  
anna.wysocka@eu.jll.com



**Monica Cannalire**  
Italy  
Head of Retail Agency Italy  
monica.cannalire@eu.jll.com



**Miguel Figueiredo**  
Spain  
Head of Retail Spain  
miguel.figueiredo@eu.jll.com



**Alfred AbiAntoun**  
Head of Retail  
Retail - KSA & Egypt  
Alfred.AbiAntoun@eu.jll.com



**John Fekete**  
Executive Director - Saudi Arabia  
Head of Consulting Services – MENA  
john.fekete@eu.jll.com



**Alexis Marcoux Varvatsoulis**  
Foodservice Consulting Lead  
Foodservice Consulting – MENA  
alexis.mv@eu.jll.com



**Abdulrahman Elbalaa**  
Director  
Leasing KSA  
Abdulrahman.Elbalaa@eu.jll.com



**Dana Williamson**  
Head of Offices  
Business Space & Retail  
Dana.Williamson@eu.jll.com



**Xander Nijnens**  
Executive Vice President  
Head of Hotels - Sub Saharan Africa  
Xander.Nijnens@eu.jll.com



**Mark Dunford**  
Director, Capital Markets  
MENA/Head - East Africa  
Mark.Dunford@eu.jll.com



# JLL Global Contacts



**Naveen Jaggi**  
President - Retail  
Retail Advisory Services, (US)  
Naveen.Jaggi@am.jll.com



**Greg Maloney**  
President and CEO  
Retail (US)  
Greg.Maloney@am.jll.com



**Lee Jackson**  
Vice President  
Retail Business Development  
(Canada)  
Lee.Jackson@am.jll.com



**Holly Rome**  
Executive Vice President  
National Retail Leasing (US)  
Holly.Rome@am.jll.com



**Ellen Wei**  
Senior Director  
Head of Retail China  
Ellen.Wei@ap.jll.com



**Jemmy Fei**  
Senior Director  
Tenant Representation China  
Jemmy.Fei@ap.jll.com



**Paige Chuang**  
Director  
Retail China  
Paige.Chuang@ap.jll.com



**Michelle Chiu**  
Director  
Head of F&B and Lifestyle  
Hong Kong  
michelle.chiu@ap.jll.com



**James D. Cook**  
Director, Americas  
Retail Research (US)  
JamesD.Cook@am.jll.com



**Anthony Morro**  
Director - Strategic Sourcing  
Category Management – Human  
Experience (US)  
Tony.Morro@am.jll.com



**Nathan Phillips**  
Sr. Manager  
Category Management – Food and  
Hospitality (US)  
Nathan.Phillips@am.jll.com



**Andy Carlson**  
Retail Market Lead  
Latin America (Puerto  
Rico/LatAm)  
Andy.Carlson@am.jll.com



**Alison Chan**  
Manager  
F&B and Lifestyle Hong Kong  
alisonj.chan@ap.jll.com



**Gary Nonis**  
Senior Director  
Retail Singapore  
Gary.Nonis@ap.jll.com



**Cameron Taudevin**  
Director  
Retail Australia  
cameron.taudevin@ap.jll.com



**Shubhramshu Pani**  
Managing Director  
Retail Services India  
Shubhramshu.Pani@ap.jll.com



EAT WHAT MAKES YOU HAPPY



[@JLLFood](https://twitter.com/JLLFood)



[JLLFood](https://www.instagram.com/JLLFood)

[Trends Book 2018](#)

[Trends Book 2019](#)

[jll.co.uk](http://jll.co.uk)

© 2020 Jones Lang LaSalle IP, Inc. All rights reserved. The information contained in this document is proprietary to JLL and shall be used solely for the purposes of evaluating this proposal. All such documentation and information remains the property of JLL and shall be kept confidential. Reproduction of any part of this document is authorized only to the extent necessary for its evaluation. It is not to be shown to any third party without the prior written authorization of JLL. All information contained herein is from sources deemed reliable; however, no representation or warranty is made as to the accuracy thereof.