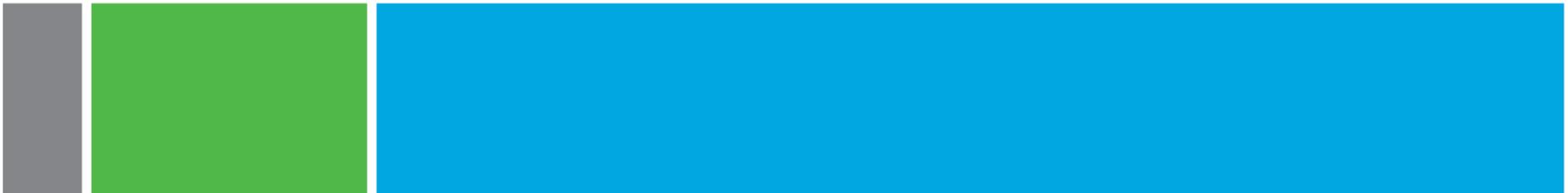


# THE POWER OF BEING UNDERSTOOD

AUDIT | TAX | CONSULTING

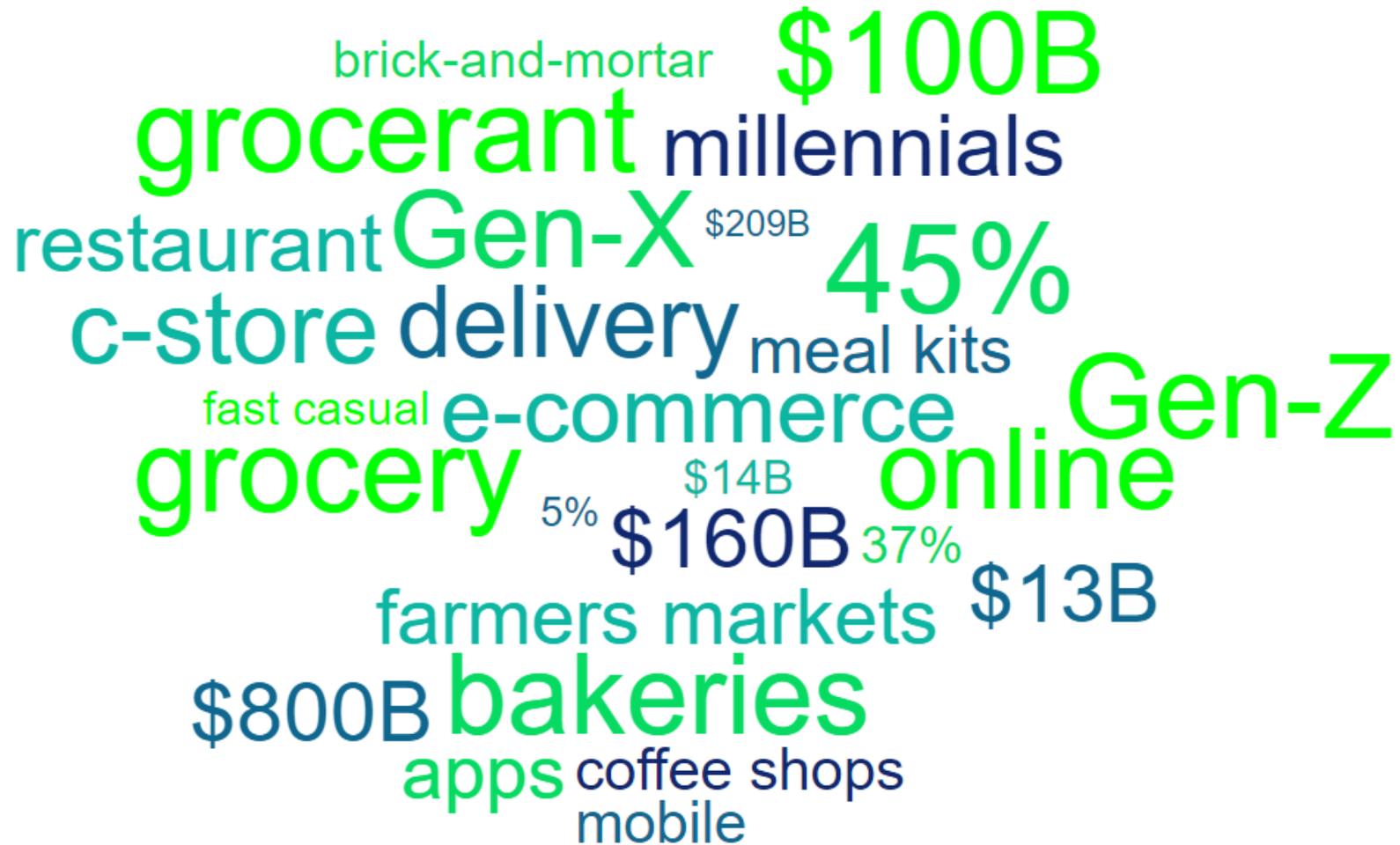


# EVOLVING CONSUMER TASTES AND PREFERENCES



March 20, 2018

# Setting the Table

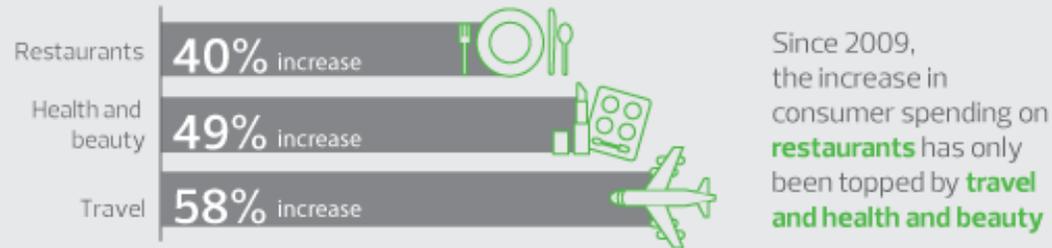


## Setting the Table

- We set out to reconcile conflicting messages
- An independent research firm accumulated data points from various published sources
  - Focused primarily from the recession forward
  - Not an independent research study
- Examined those data points to identify trends
- Our initial focus was the restaurant industry, but we have broadened our view for this audience

# Personal Consumption

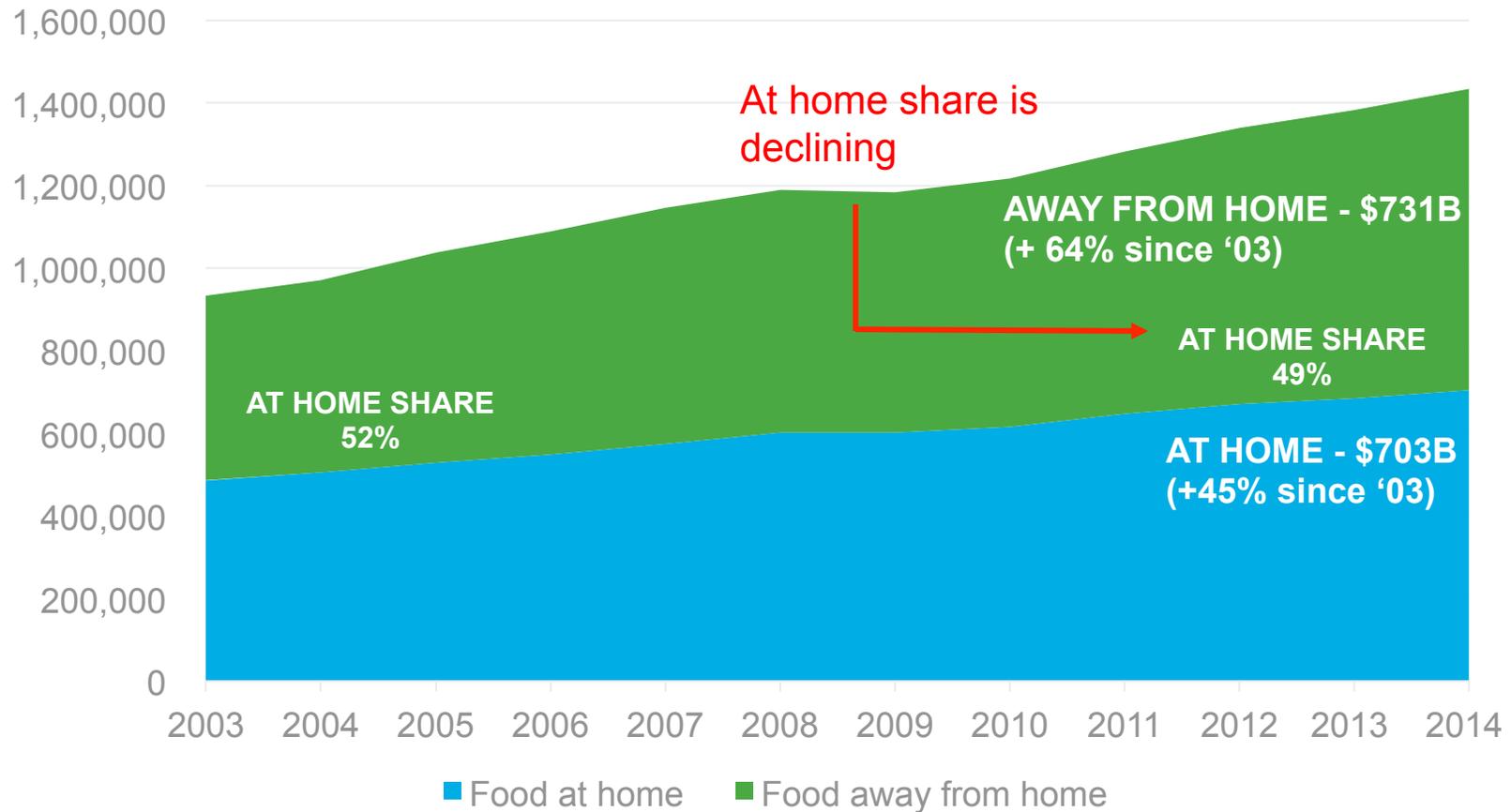
## CONSUMER RESTAURANT SPENDING—THEN AND NOW



## ARE CONSUMERS EATING OUT MORE SINCE 2009?



# Shifting Food Purchasing Patterns



Source: USDA Economic Research Service

# Category Growth

## GROWTH IS ALL ABOUT CATEGORY

(2009 vs. 2016)



Some segments have performed better:



**127%** ↑  
Fast casual



**59%**  
Snack and beverage bars

Some segments have performed worse:

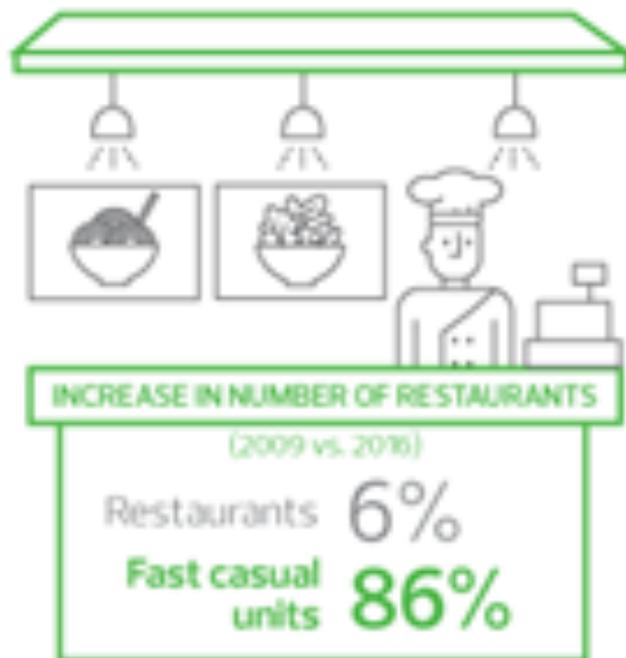


**27%** ↓  
Cafeterias and buffets

\*Estimated

# Fast Casual

## THE RISE OF FAST CASUAL



The restaurant industry has responded to **CHANGING CONSUMER TASTES**



As the fast casual space becomes more crowded, **COMPETITION WILL BECOME FIERCE** to win spend

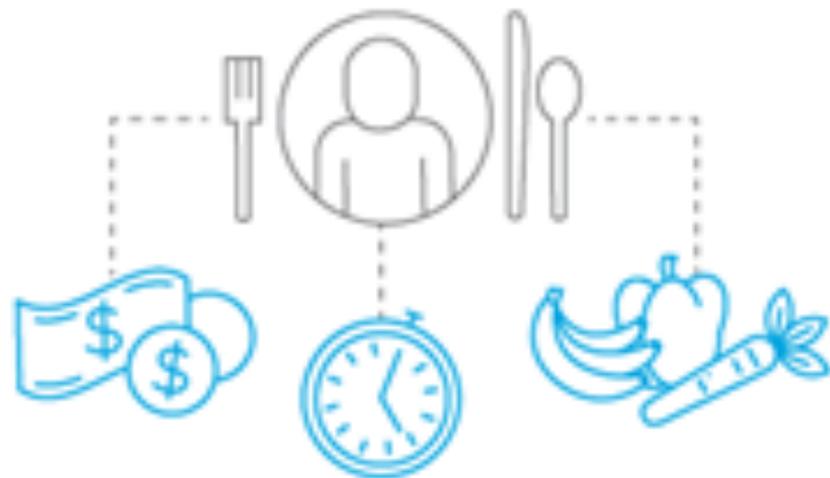
# Other Factors

## COMPETITION ALSO COMES FROM OUTSIDE



\*Estimated

The modern consumer wants **QUICK AND HEALTHY MEALS** at a **REASONABLE PRICE**



# Other Factors



# Fundamental Shift in Buying Behavior



# Navigating the Fork in the Road

- Consumer behaviors continue to evolve
  - Understanding behaviors is critical
- Consumer expectations are high
  - Its difficult to be all things to all people
    - Determine what you're good at and be the best
- Traditional channels are being blurred
  - Few purchase through only one channel
  - Technology has become important across sectors
- Competition is fierce
  - Operational excellence is critical
  - Brand risk in the digital age is significant

THANK YOU FOR  
YOUR TIME AND  
ATTENTION



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