





### Competitive threats to traditional hospitality from the changing landscape







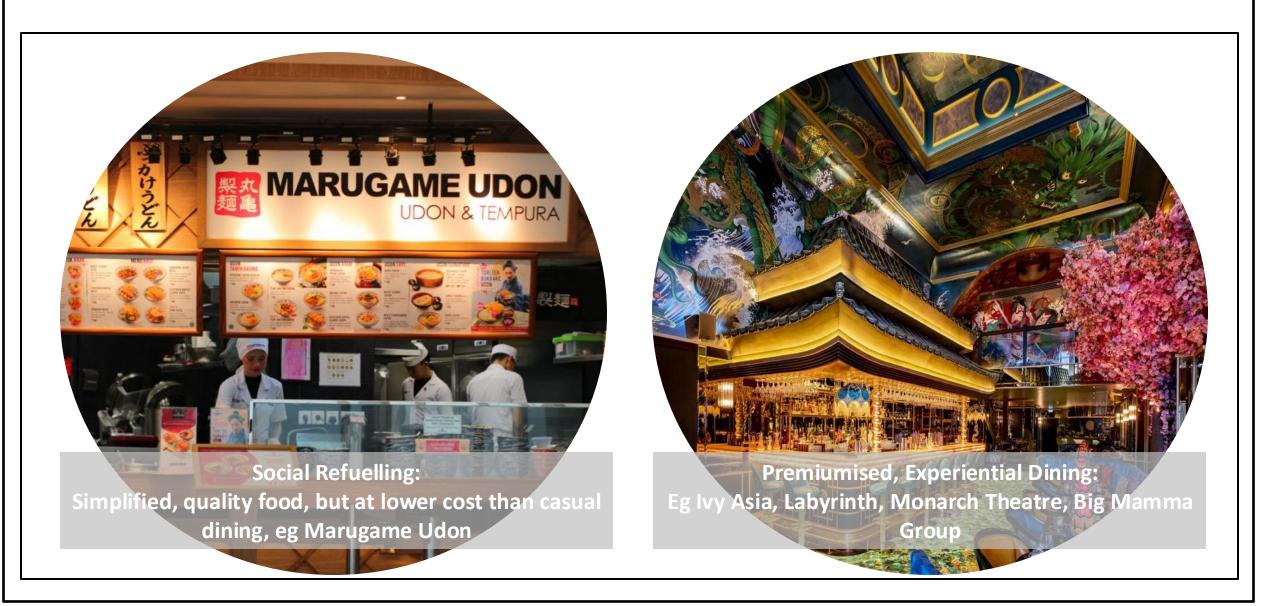








#### Growing polarisation between Social Refuelling and Experiential, Premiumised Dining



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## Pressure on Casual Dining





#### **Current Climate**



"In this current climate, no-one is bulletproof" – Glynn Purnell closes flagship restaurant after 17 years



#### **Current Climate**





## Market Halls – considerable growth into new areas. New Social Refuelling sites.















#### Fast Food – Increasing 'Americanisation'







All expanding their number of stores and reach

## FIVE GUYS



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#### Further New Entrants......





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#### **Restaurants – Casual Dining – smaller chains expanding**



7 new sites, on top of 37 at the end of 2023 =19% growth.



4 new sites, on top of 24 at the end of 2023, plus another 4 announced = 17% growth.

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5 new sites, on top of 17 at the end of 2023 =29% growth.



#### Pubs – or Restaurants?





#### PRIX FIXE MENU

Mon-Sat until 5.30pm 2 Courses £18.95 3 Courses £22.95

#### **STARTERS**

Soup du Jour V 205 kcal Calamari Fritti 261 kcal

Garlic Mushrooms V 510 kcal

Gambas al Pil Pil 856 kcal +£1.50

Grilled Goat's Cheese V 436 kcal

Chicken Liver & Rosemary Pâte 392 kcal

#### MAIN COURSES

Pan-Roasted Chicken Suprême

Mustard cream sauce, pommes purée & buttered green beans 1386 kcal

170g Rump Steak 838 kcal +£2 227g Sirloin Steak 899 kcal +£6

Served with peppercorn sauce, skin-on fries & confit tomato

#### Salmon & Dill Fishcakes

Skin-on fries, fresh rocket & tartare sauce 1286 kcal

Spaghetti Carbonara 1290 kcal

#### Carne

ARROSTO DI COSTINE DI MAIALE THEY'RE BACK!

A whole rack of tender ribs rubbed with herbs and spices, flashed on the chargrill then slow-roasted. Great for sharing! (GF)

£14.95

SALSICCIA PEPERONATA

Spicy Italian sausage, with sautéed peppers, garlic and new potatoes (GF)

£5.50

#### POLLO ALL'AGLIO

Chicken pieces cooked in white wine, garlic, rosemary and a splash of cream

£6.50

£5.25

Chicken wings Tuscan-style, marinated then baked in the

#### ALI DI POLLO AL FORNO

oven (GF)

more than 4 million of our 335 kcal own spicy meatballs (since 2006) which are cooked in a tasty tomato, garlic and herb sauce

#### POLLO FRITTO

Boneless chicken thigh, marinated in buttermilk, seasoned with Italian herbs & lemon, then deep-fried and served with a basil pesto mayonnaise

£6.50

£6.50

£6.50

#### POLPETTE DI MANZO

PANCETTA DI MAIALE AL

Boneless pork belly strips slow

cooked in a rich tomato, garlic,

chilli and herb sauce

We think we have handmade

#### SPIEDINI DI POLLO

Skewer breast v ham, fla and bak

£6.50





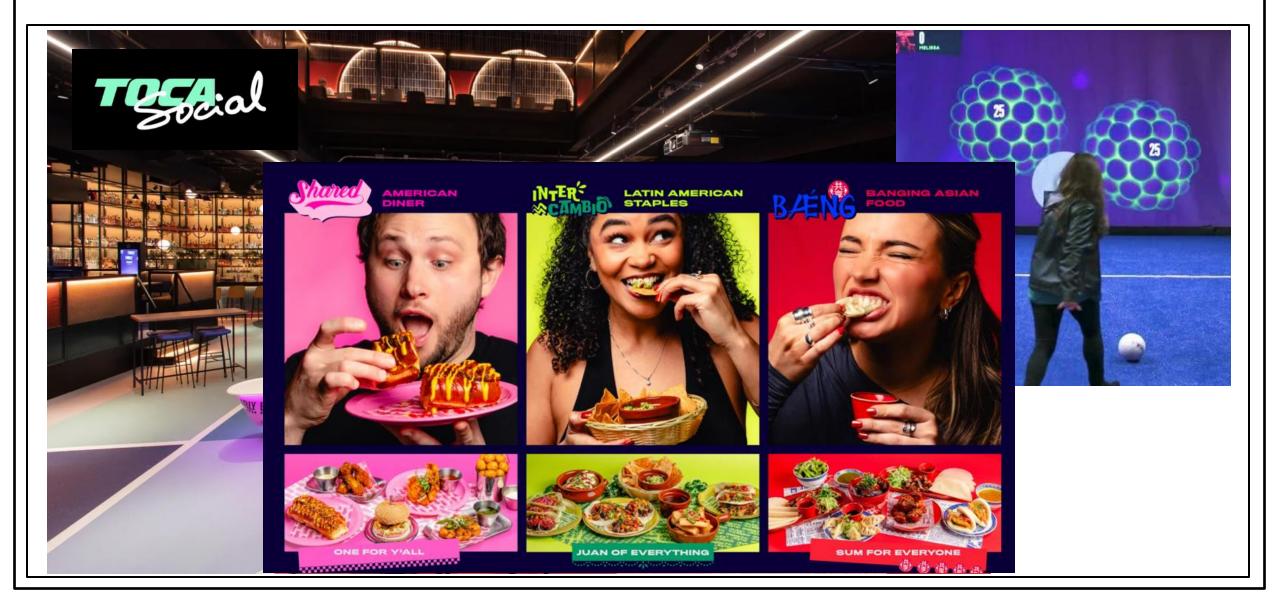
#### When is a Pub a Pub – and not a Restaurant?



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Competitive Socialising – not just the activity....





#### New Entertainment developments meeting growing consumer demand











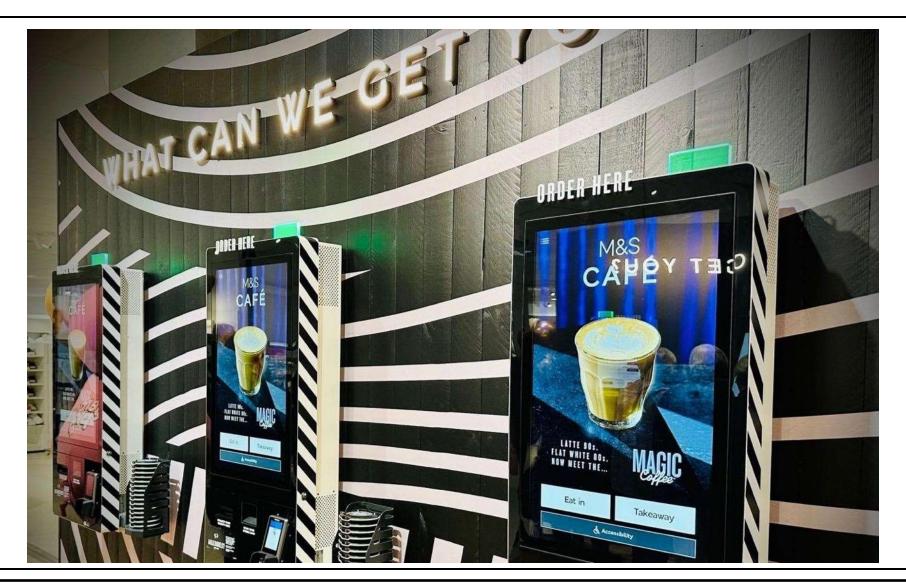
## Friction-Free & the Pleasure Principle

Are the emerging fault lines shaping the UK hospitality landscape and determining foodservice fortunes

# Friction Free DELIVEROD THE FOOD YOU LOVE, DELIVERED TO YOUR DOOR POSTCODE WIT-405 TIME ASAP PINO POOD



## Friction Free – further implementation of digital kiosks



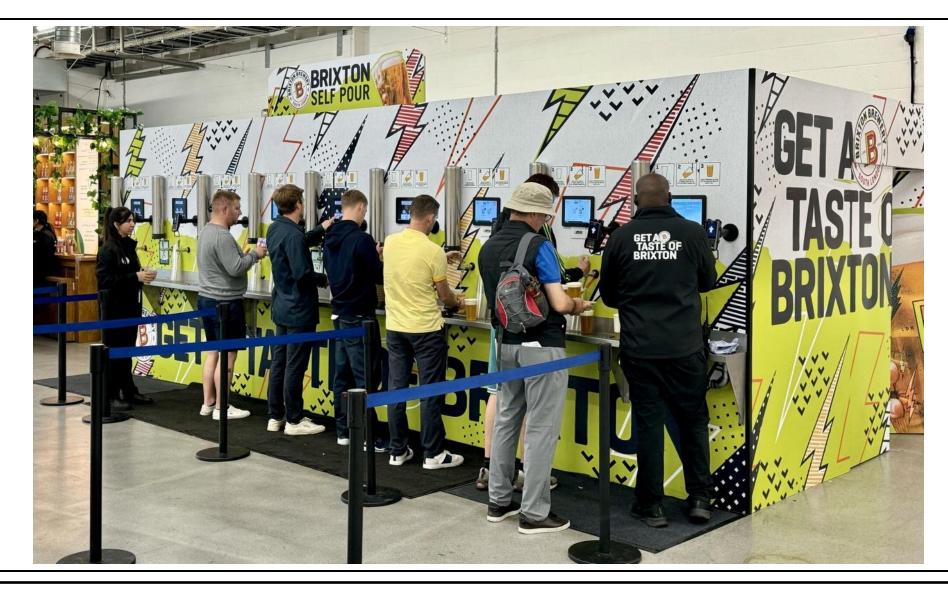


## >> Friction Free – in growing range of concepts





#### Friction Free – more self-service automation



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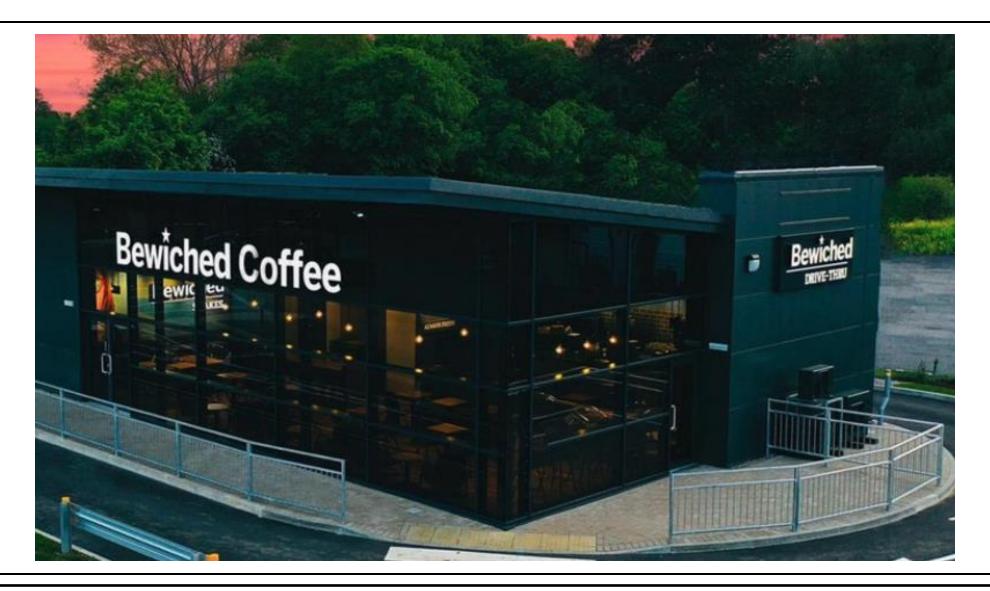
#### Friction Free – more Drive-Thru's – with a wider range of concepts







#### Friction Free – more Drive-Thru's





## Friction Free – more Drive-Thru's – with a wider range of concepts





## Future Food To Go – further products & locations that are Friction Free





## Future Food To Go – further products & locations that are Friction Free





#### > Friction Free Food to Go





#### Friction Free - even in restaurants!





## 'Digitally nimble, asset-light' Restaurant brands







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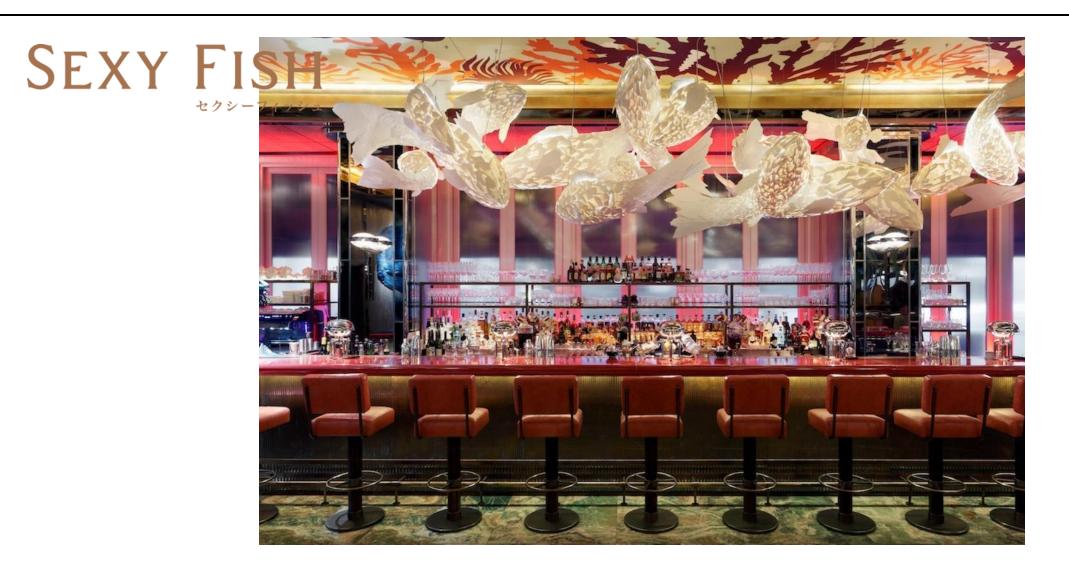


## Friction-Free & the Pleasure Principle

Are the emerging fault lines shaping the UK hospitality landscape and determining foodservice fortunes

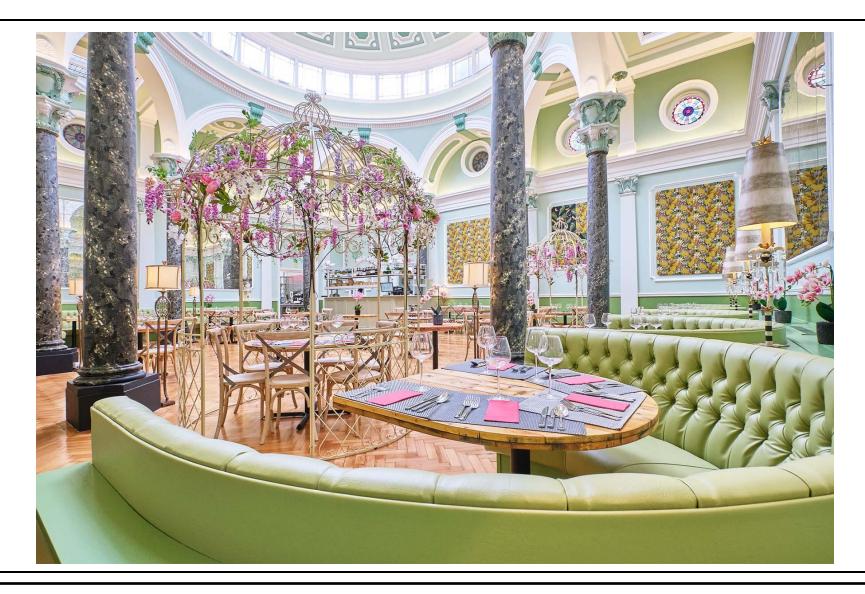


### The Pleasure Principle - Premiumised, experiential and glamorous!





## >> The Pleasure Principle – enhanced environments





## Albert's Schloss – an 'Alpine Pleasure Palace'



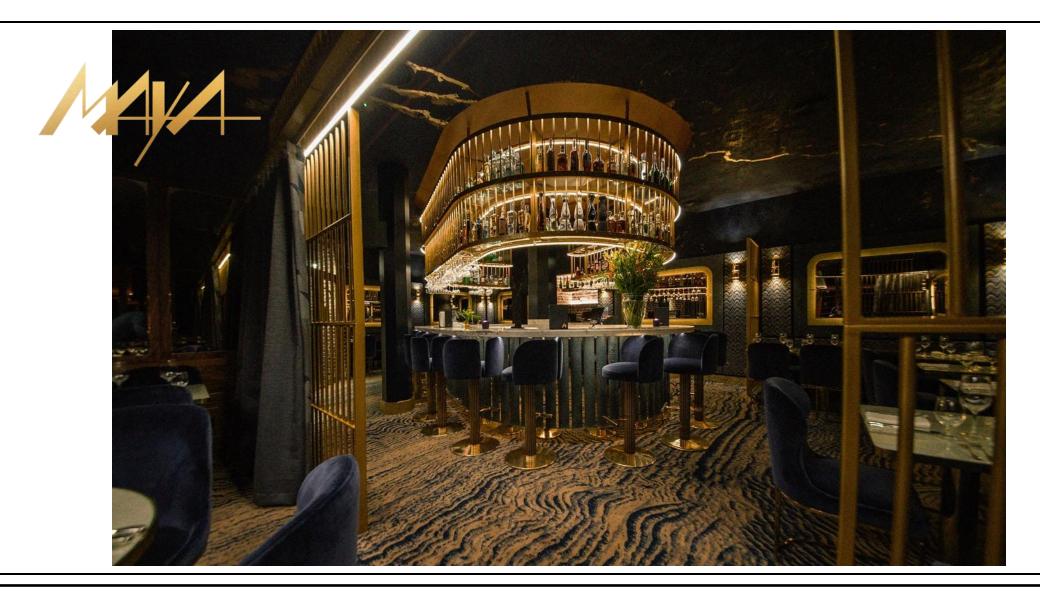


## The Pleasure Principle – Cabaret restaurants





## >> The Pleasure Principle – Cabaret restaurants





#### House of Gods Hotels – "Treat me like I'm famous"!





# The Pleasure Principle – Ultra-Luxe Treating



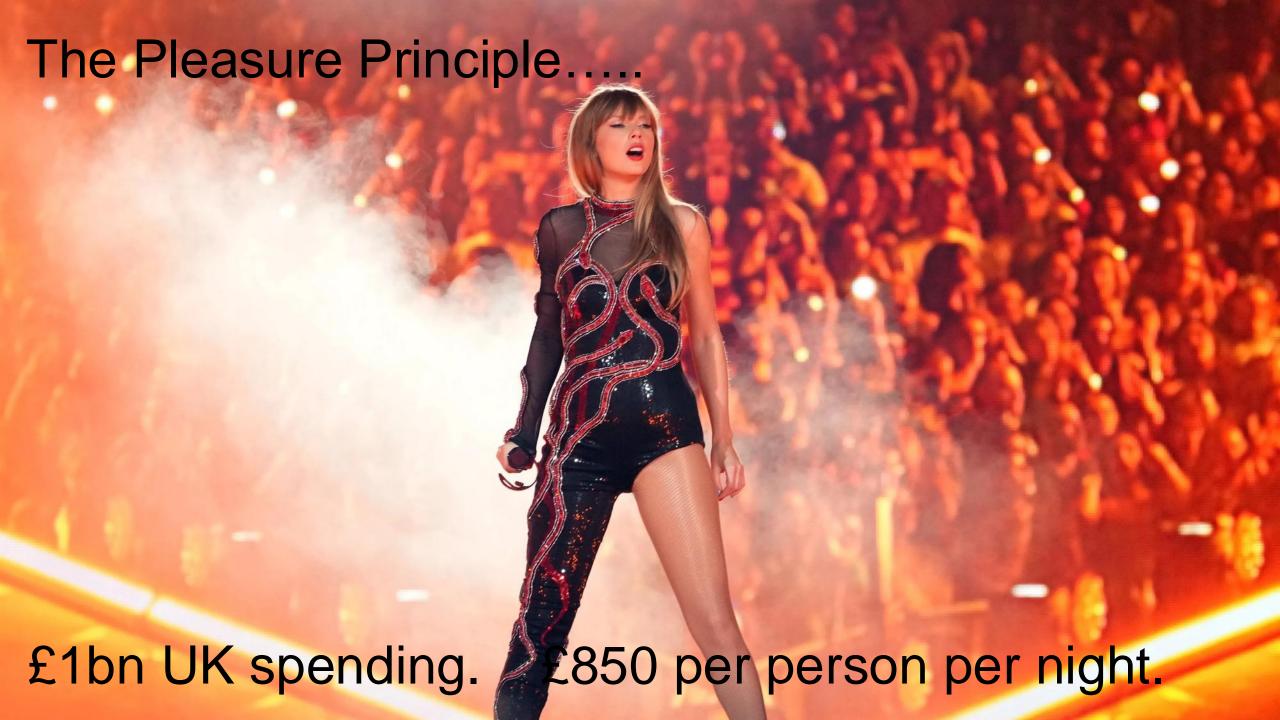
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# >> The Pleasure Principle – in all Sectors



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### UK Demographics 2030 – Generations Forecast

GEN ALPHA BORN 2010 [same year as iPad] YOUNG ACTIVISTS	/ 'ZU mer/ noun.  Refers to members of Generation 2 and is a play on the term "Boomer," which refers to members of the Baby Boomer generation.	relation or from an point of view.  Millennials [mr] Generation Y or G demographic coh 1980s and 1990s right for what is	Generation X  noun [∪]  UK ♠ /,dʒen.ə 'rei.ʃ°n 'eks/ US ♠	Baby Boomer [bā-bē bū-mər]  A term used to describe a person who was born between 1946 and 1964	War Babies Born between 1930 and 1945 Aka 'The Silent Generation'
Born between 2011	Born between 1996	Born between 1980	Born between 1965	Born between 1949	Born between 1933
and 2026	and 2010	and 1995	and 1979	and 1964	and 1948
(4-19)	(20-34)	(35 to 50)	(51 to 65)	(66 to 81)	(82 to 97)
12,365,000	12,546,000	13,286,000	12,753,000	10,607,000	4,790,000
17.6%	17.8%	18.9%	18.1%	15.1%	6.8%

Become the main part of the workforce

Focused on Leisure & Retirement, albeit with some still working

Convenience, Friction Free Delivery. Increasing Food For Now consumption

Leisure & Pleasure. Increasing foodservice consumption



### Developments to meet the demands for Leisure & Pleasure



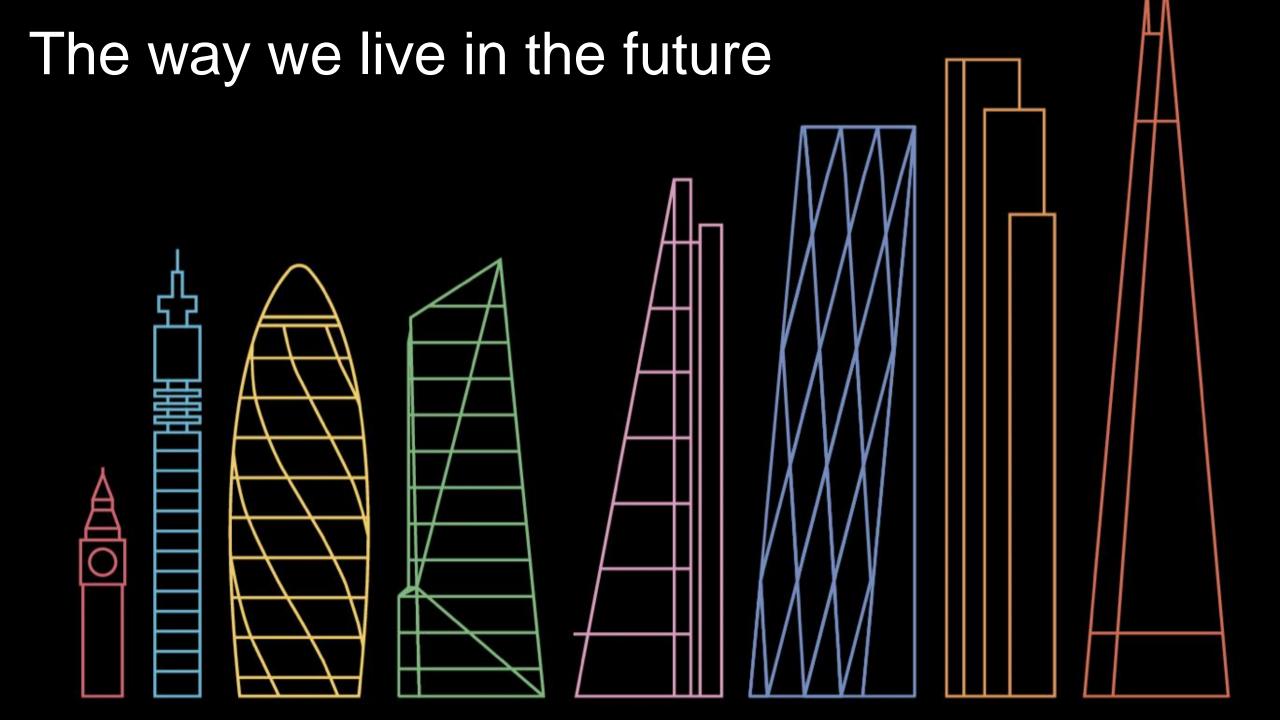
HOTELS COLLECTION





# Leisure experiences replace traditional hospitality



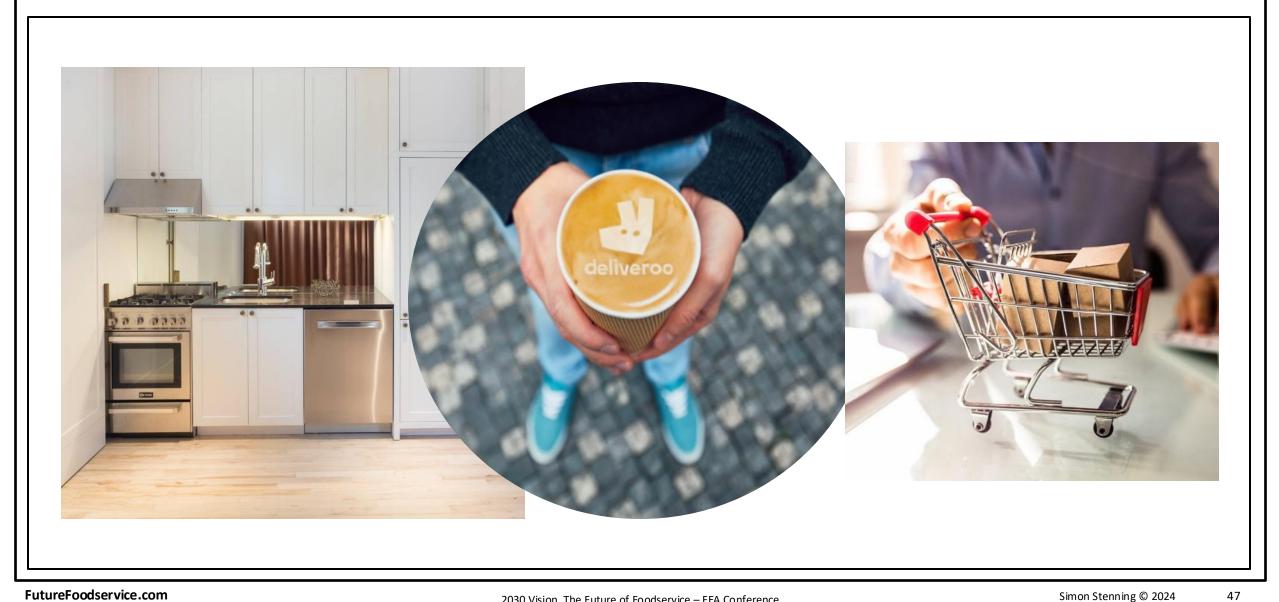








# > The way consumers live





### Share of Stomach – Pre-Covid





### Future Share of Stomach – 2030



Growing snacking OOH; Growing delivery into home More Food For Now





Intervention into Healthier Eating......

# The Northern Echo

Fast food shains banned from opening near Newcastle schools
Starmer's 'nanny state' may tax sugar and salt

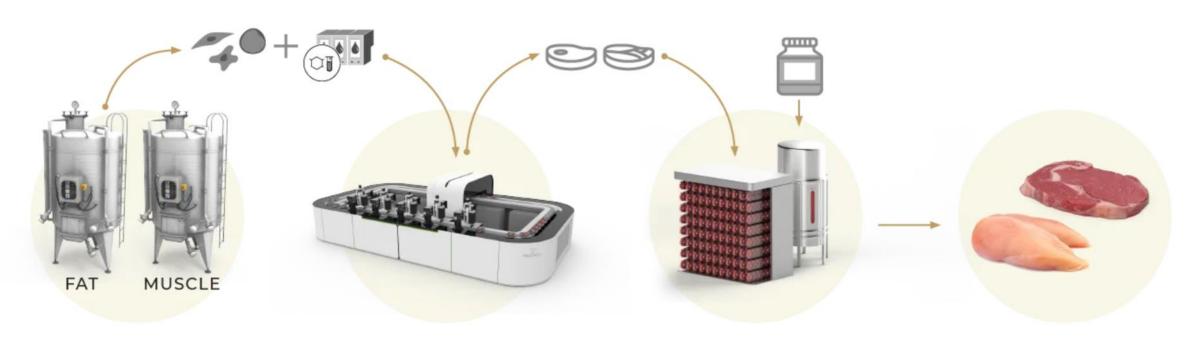
British Heart Foundation claims measures are necessary to stop record numbers of people dying early from heart disease

Hard-hitting warning labels should be on everyday food, say campaigners





# Or maybe it will?



#### **BIO-INKS**

Bio-inks formulated from our cell lines and unique scaffolding materials are loaded into our 3D bioprinter.

#### 3D BIOPRINTING

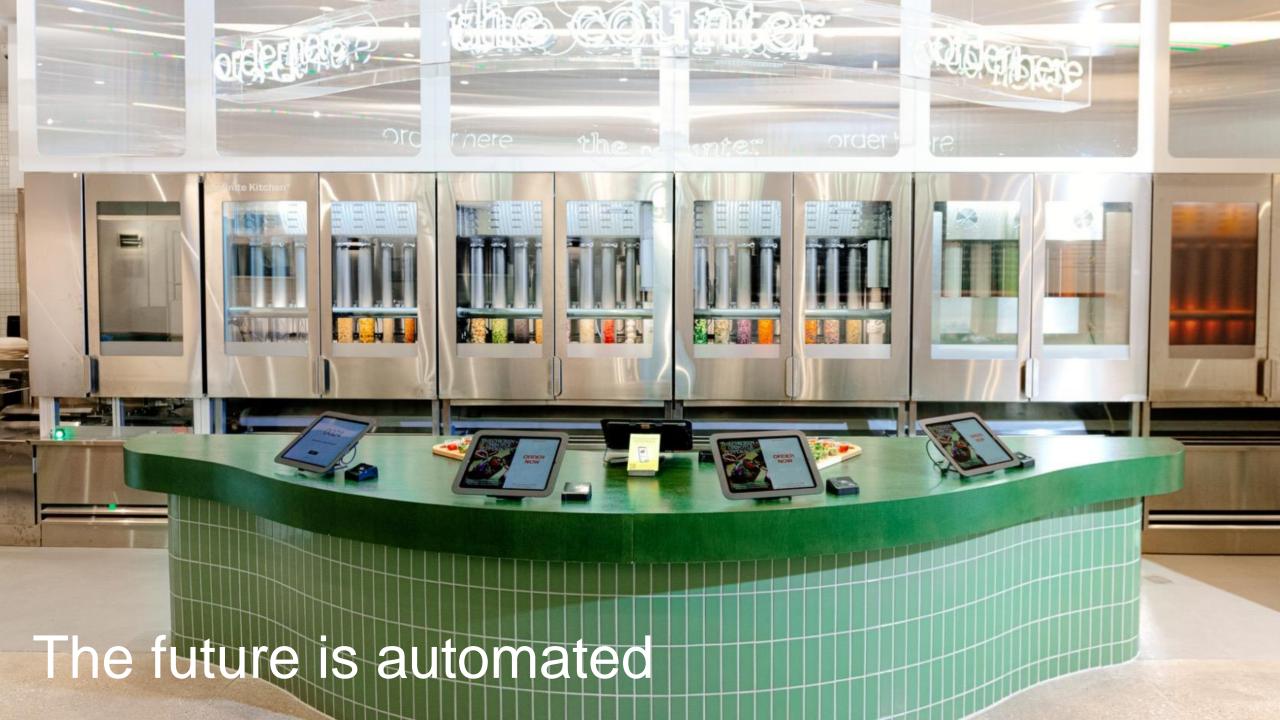
Bio-inks are accurately printed to assemble cells as they would be found in a conventional cut of muscle.

#### **INCUBATION**

Printed product is incubated to mature and form tissue.

#### STRUCTURED MEAT

Produced in fraction of time required to achieve same cut via conventional means.



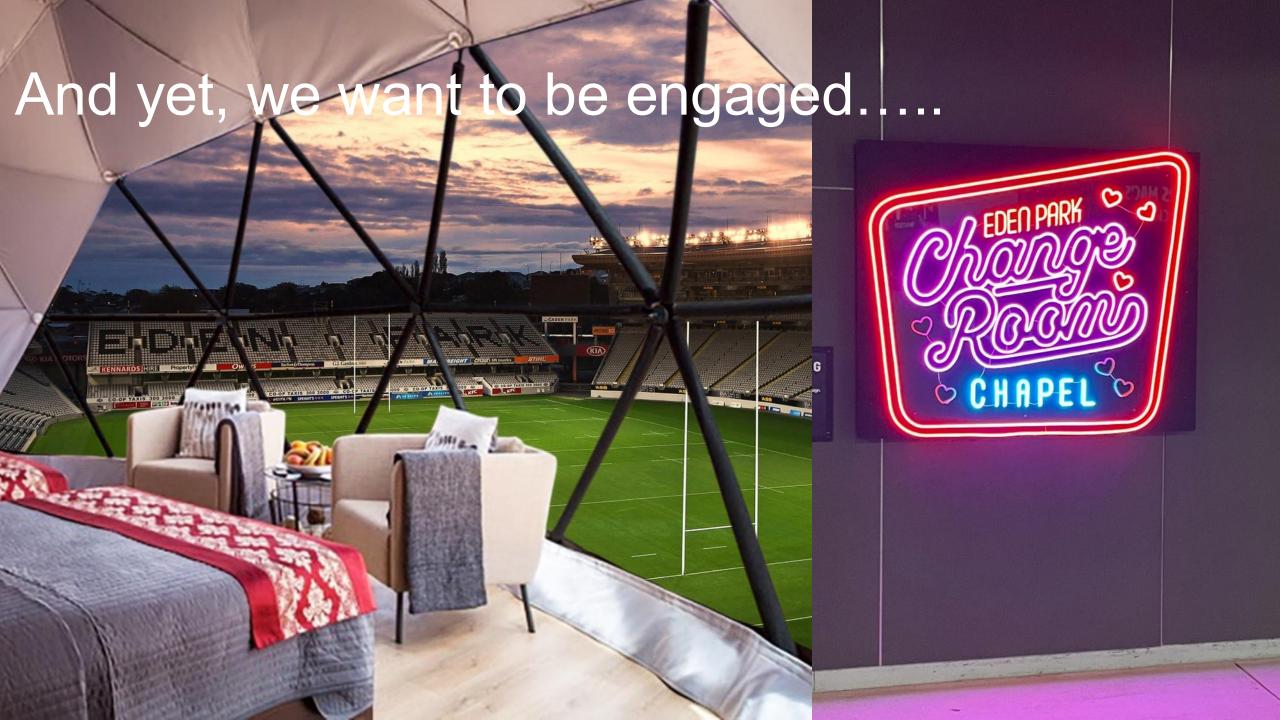


# The future is Friction Free

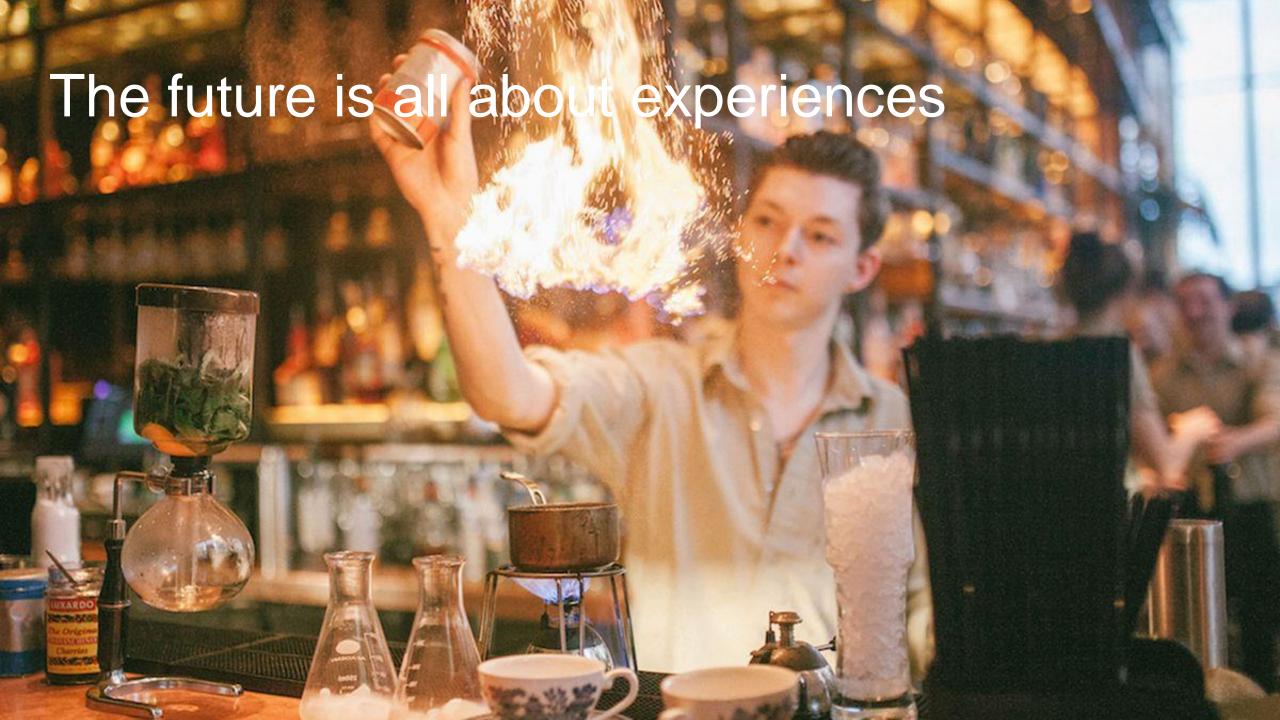


# The future is enhanced by technology





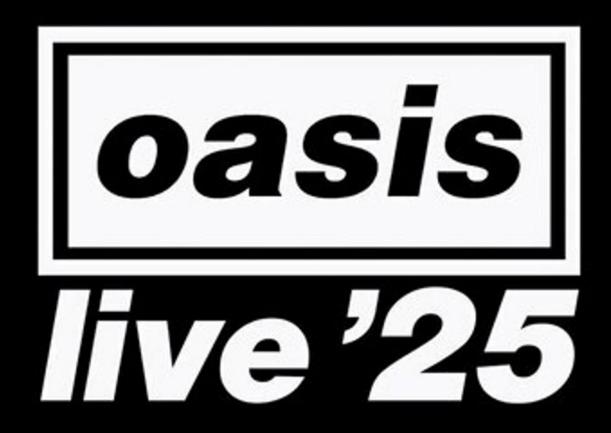








# The Pleasure Principle?



Definitely...Maybe!

