

### The times they are a-changin'

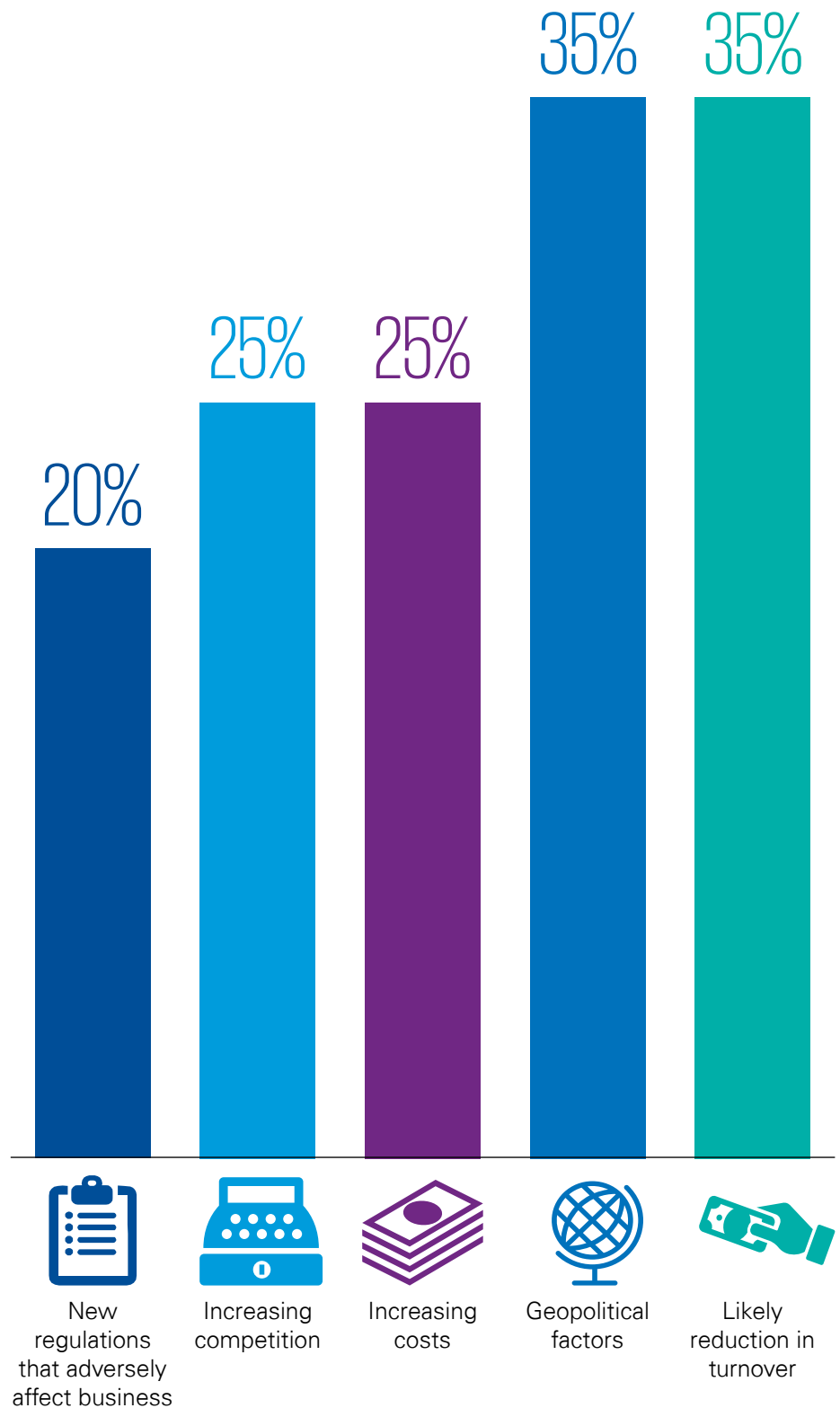
The F&B market is extremely dynamic, with increasingly discerning consumers. Some F&B businesses have been forced to make tough—though much-needed—decisions, for example to close poorer performing outlets, and some have exited brands which struggled in the local market. While restaurateurs have worked to improve certain aspects of their operations over the last several years, it seems this may be the time for them to take a 360-degree look at their business: from relevance of the concept in the market, to operational agility, to support function efficiency, and result-driven financial monitoring.

Many operators also expressed apprehension about other external factors. The cost of doing business in the UAE (as discussed on page 20) has been on the rise over the past few years and, in spite of ongoing cost optimization initiatives, F&B businesses have struggled to maintain margins. Compared with last year, geopolitics has become an area of increasing concern among operators.

While competition is generally considered good for the market, ensuring operators do not become complacent, the pace of F&B outlet openings and closures has been hectic recently. With a shorter average brand lifecycle and increasing operational costs, the economics of F&B businesses are being put to the test.



### What are your most pressing concerns over the next 12 months?



Multiple Choice Question