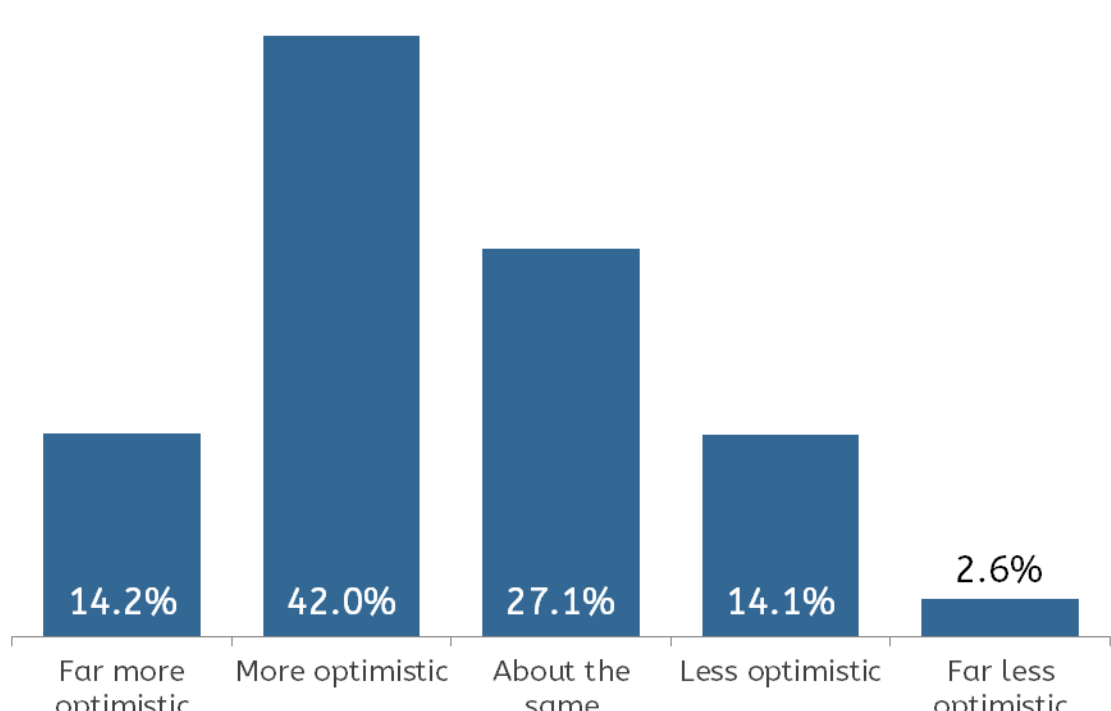


Boom or Bust?

2017 Independent Restaurant Outlook Report

How optimistic are independent restaurant owners going into 2017 compared to last year at this time?



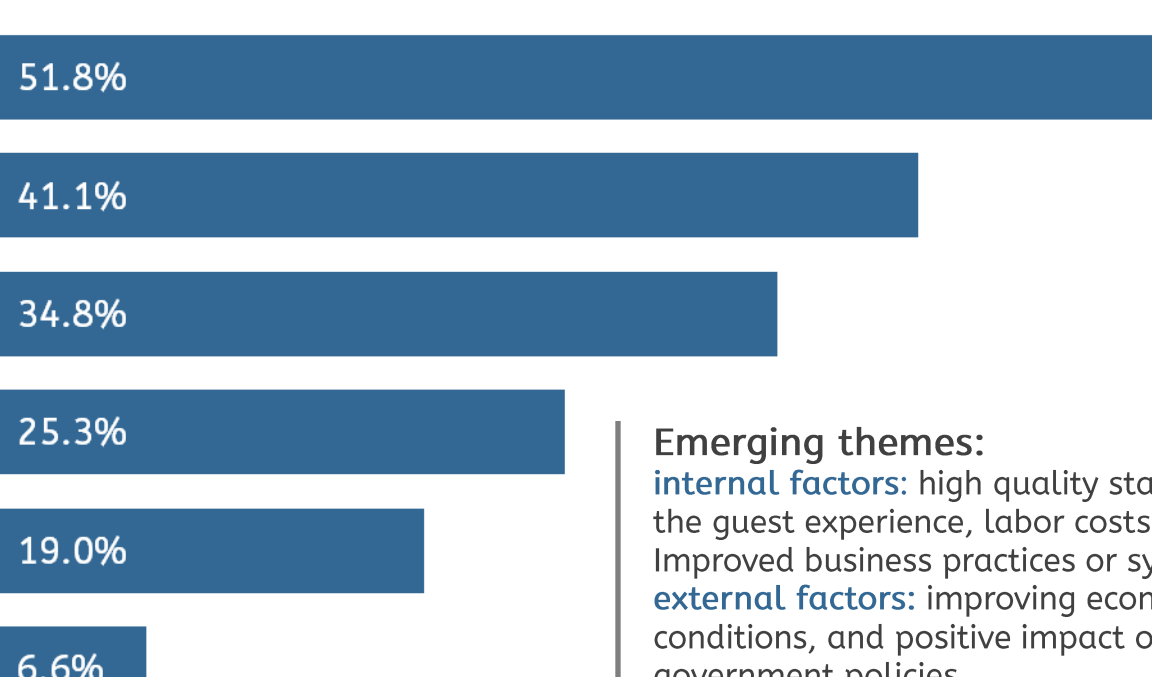
56%

Percentage of owners and operators that reported being optimistic about the new year. Optimism is the trend, with only 17% of independent restaurant owners and operators less optimistic about 2017.

RestaurantOWNER.com

Why are independent restaurant owners optimistic?

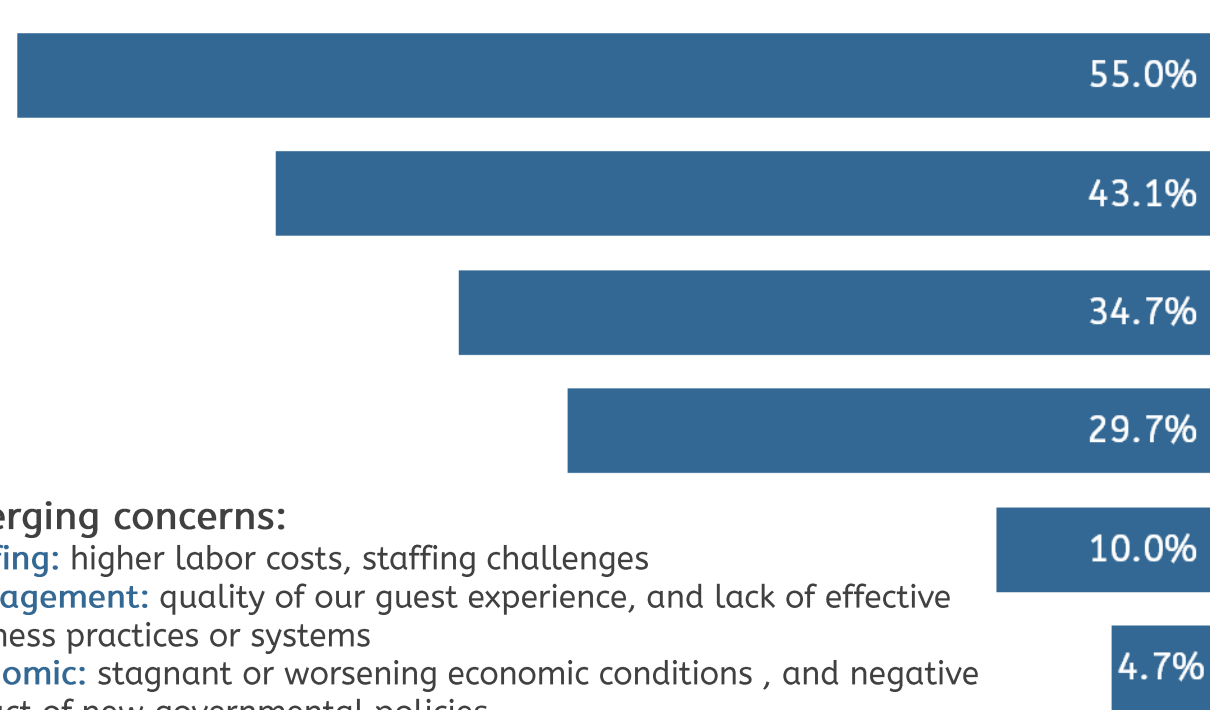
Improved business practices or systems
Improving economic conditions
The quality of our guest experience
Positive impact of new government policies
High quality staff
Stable labor costs



Emerging themes:

internal factors: high quality staff, quality of the guest experience, labor costs, and Improved business practices or systems
external factors: improving economic conditions, and positive impact of new government policies

Why are independent restaurant owners not optimistic?



Emerging concerns:

staffing: higher labor costs, staffing challenges
management: quality of our guest experience, and lack of effective business practices or systems
economic: stagnant or worsening economic conditions, and negative impact of new governmental policies

What was the best decision, new business practice, or system implemented in 2016 that produced the greatest results?

22%

Percentage of the best decisions or new business practices there were best described as addressing **personnel** topics.

18% of personnel-related responses were related to training.

"We created a website to host all of our training and materials in a central location."

"Implemented a training program and tools to help develop managers."

"We improved our employee training process."

"Paid close attention to Prime Cost every week."

"Began tracking Prime Cost."

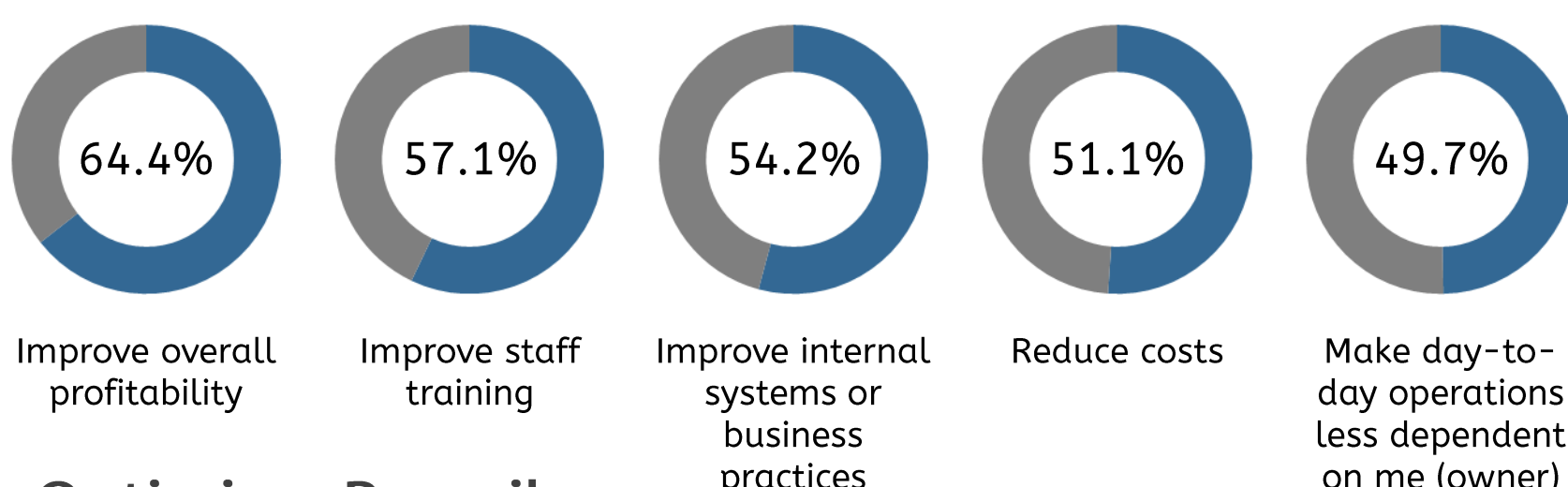
"Introduced an inventory tracking system."

"Aggressive menu price increases to offset rising food costs."

20%

Percentage of the best decisions or new business practices there were best described as **financial**.

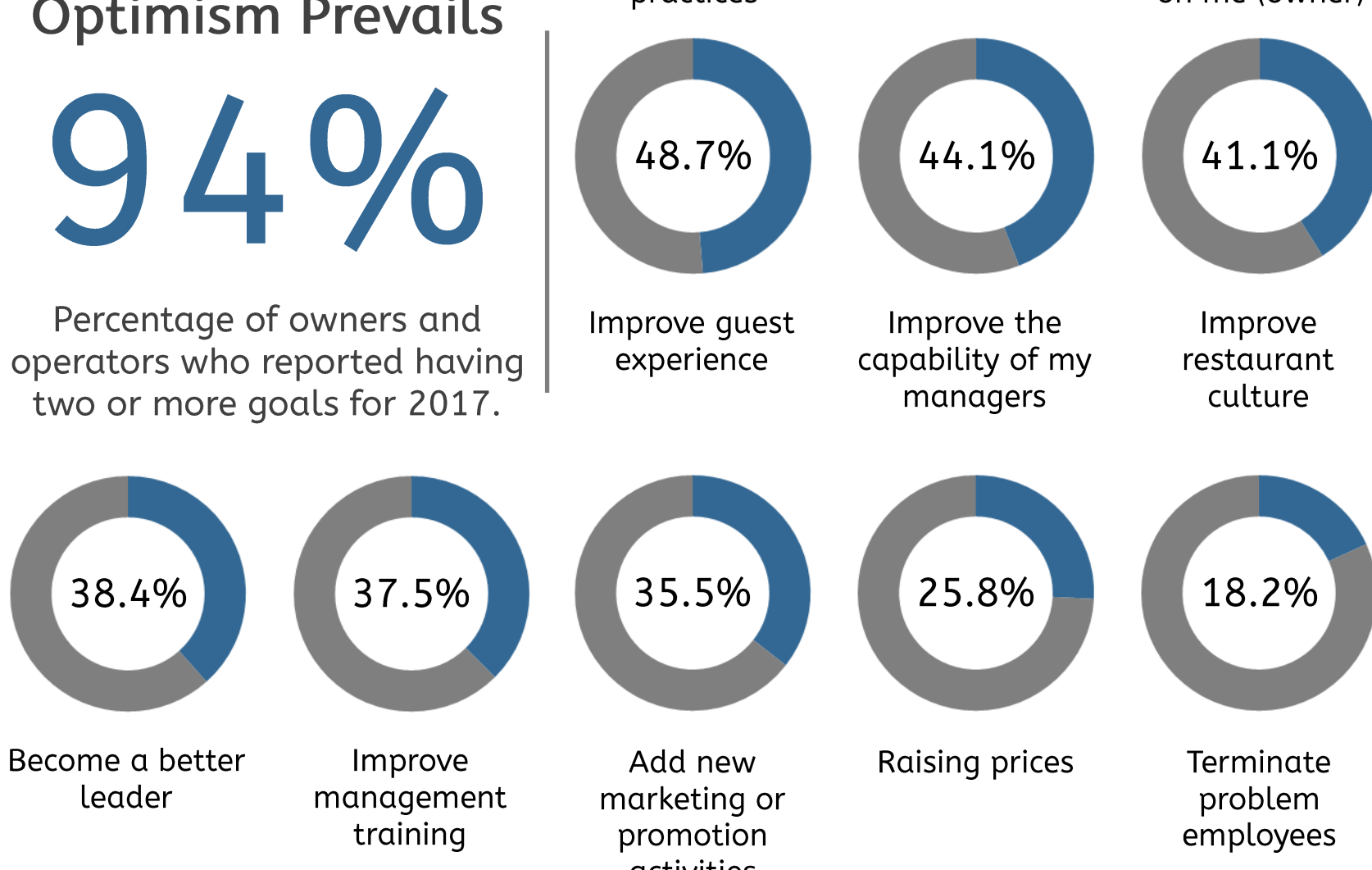
What goals or objectives are independent restaurant owners going to pursue in 2017?



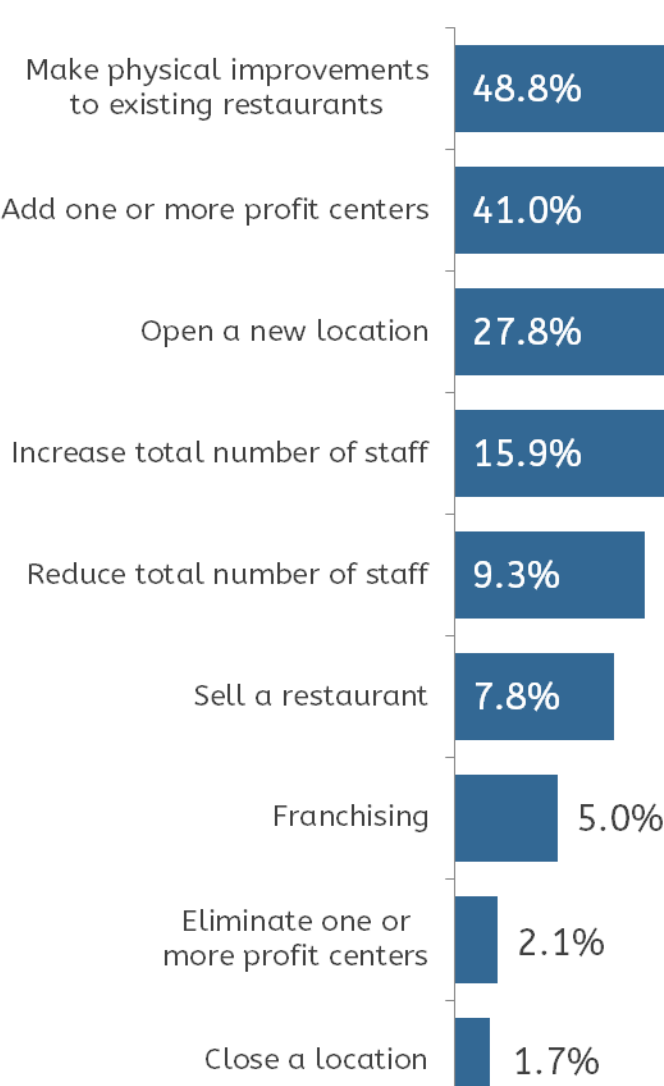
Optimism Prevails

94%

Percentage of owners and operators who reported having two or more goals for 2017.



What are independent restaurant owners planning to do in 2017?



Invest & Grow

The **Top 4** most popular plans suggest a theme of investment and growth in the new year.

83%

Percentage of independent restaurant owners and operators whose 2017 plans reflect investment and growth.