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Same-Store Sales Discussion

During the third quarter of 2016 ("Q3 2016"), the restaurant industry saw same-store sales ("SSS") vary across segments. On average, the restaurant industry's same-store sales decreased 0.3% year-over-year ("YOY") in Q3 2016. In fact, of the 70 companies that constitute our quarterly same-store sales restaurant index, only 53% of concepts enjoyed positive same-store sales growth in Q3 2016. Data over the last six quarters have showed a consistent slowdown for the industry, with the last two quarters resulting in negative sales comps across the index.

QSR: In the QSR segment, 15 of the 23 concepts we track showed positive same-store sales growth during Q3 2016, with the segment up an average of 1.7% YOY. The sandwich concepts within QSR enjoyed average growth of 0.8%, and while Burger King showed its second consecutive quarterly decline, Arby's maintained positive momentum and led the group with a 2.4% SSS increase in Q3 2016. After growing SSS by 10.5% in Q3 2015, Domino's delivered another stellar quarter of 13.0% growth in Q3 2016.

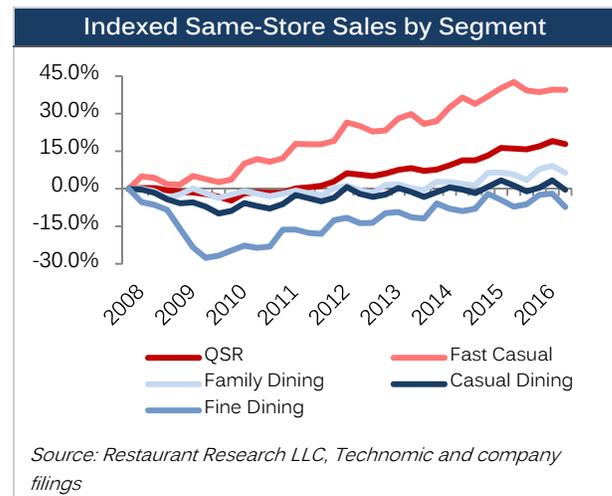
Fast Casual: The ongoing challenges for Chipotle and Pie Five have been a major drag on the segment's average sales performance. After 25 quarters of SSS growth, the fast casual segment has had negative performance in the last three quarters. In Q3 2016, SSS declined 2.8% YOY; however, excluding Chipotle and Pie Five's massive SSS declines, the segment was up 1.1% YOY. This segment has been the bright spot in the industry, so it is worth noting that 4 of 10 concepts we track in the segment had negative sales comps and 6 of 10 had slower growth or greater negative comps than the previous quarter.

Family Dining: The family dining segment posted YOY same-store sales growth of 0.9% in Q3 2016. Along with QSR, Family Dining has experienced positive comps for the last 12

quarters, with all but Bob Evans experiencing relatively consistent performance.

Casual Dining: Same-store sales in the casual dining segment declined 1.5% YOY in Q3 2016. In fact, 15 of the 24 concepts we track experienced negative growth for the quarter. According to Knapp-Track, casual dining guest counts were down 4.6%, 3.1% and 3.9% in July, August and September, respectively. That amounts to negative guest counts in 89 of the last 98 months, which indicates just how challenging the last seven years have been for casual dining.

Fine Dining: The fine dining segment saw a same-store sales decline of 1.1% YOY in Q3 2016. As the chart below illustrates, fine dining sales have yet to fully return to pre-recession levels and are now 7.2% below 2008 sales. Ruth's Chris same-store sales grew 2.1% in Q3 2016, which represented the only positive growth among the fine dining concepts we track, while Capital Grille saw its first negative comps in the last three years.



Overall, the restaurant industry's same-store sales performance in Q3 2016 was lackluster, and the negative trend appears to be gaining momentum. It is difficult to identify the specific factors that are causing this downward trend in guest traffic and sales across all restaurant segments, as many key economic indicators such as unemployment, household income and consumer confidence signal continued economic improvement, albeit very slowly. Perhaps the trend in the restaurant industry is foreshadowing a tougher economic environment.

Contributing Editor Aaron Edwards is an Associate at Trinity Capital.

Same-Store Sales Data

	FY 2013	FY 2014				FY 2015				FY 2016		
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
QSR												
Chicken												
Bojangles	N/A	N/A	4.2%	5.3%	7.0%	7.9%	4.4%	4.1%	0.6%	2.0%	0.2%	0.8%
Church's	0.9%	(0.7%)	0.3%	1.7%	3.6%	2.8%	(2.6%)	(4.8%)	(4.6%)	(4.2%)	(2.5%)	(1.8%)
KFC	(5.0%)	(3.0%)	(2.0%)	2.0%	6.0%	7.0%	3.0%	0.0%	3.0%	1.0%	2.0%	6.0%
Pollo Tropical	7.0%	6.3%	6.7%	5.9%	7.7%	6.4%	4.3%	4.2%	0.4%	0.0%	(1.4%)	(1.0%)
Popeye's	0.3%	4.3%	3.8%	7.2%	10.7%	7.0%	7.9%	5.6%	2.0%	1.1%	0.0%	1.5%
Mean	0.8%	1.7%	2.6%	4.4%	7.0%	6.2%	3.4%	1.8%	0.3%	(0.0%)	(0.3%)	1.1%
Coffee/Snack												
Baskin Robbins	2.2%	0.5%	4.2%	5.8%	9.3%	8.0%	3.4%	7.5%	4.4%	5.0%	0.6%	(0.9%)
Dunkin Donuts	3.5%	1.2%	1.8%	2.0%	1.4%	2.7%	2.9%	1.1%	1.8%	2.0%	0.5%	2.0%
Jamba Juice	0.3%	0.6%	2.5%	3.7%	4.9%	5.0%	(5.9%)	6.6%	5.4%	(2.1%)	4.2%	(1.1%)
Starbucks	5.0%	6.0%	6.0%	5.0%	5.0%	7.0%	8.0%	9.0%	9.0%	7.0%	4.0%	4.0%
Tim Horton's	3.1%	1.9%	5.9%	6.8%	4.1%	8.9%	7.0%	4.3%	5.8%	5.8%	5.9%	4.5%
Mean	2.8%	2.0%	4.1%	4.7%	4.9%	6.3%	3.1%	5.7%	5.3%	3.5%	3.0%	1.7%
Mexican												
Del Taco	N/A	N/A	N/A	N/A	N/A	7.7%	6.0%	5.6%	5.8%	3.2%	3.3%	6.7%
Taco Bell	1.0%	(1.0%)	2.0%	3.0%	7.0%	6.0%	6.0%	4.0%	4.0%	1.0%	(1.0%)	3.0%
Mean	1.0%	(1.0%)	2.0%	3.0%	7.0%	6.9%	6.0%	4.8%	4.9%	2.1%	1.2%	4.9%
Pizza												
Domino's	3.7%	4.9%	5.4%	7.7%	11.1%	14.5%	12.8%	10.5%	10.7%	6.4%	9.7%	13.0%
Papa John's	6.6%	9.6%	6.0%	7.4%	4.1%	6.5%	5.5%	3.0%	1.9%	0.1%	4.8%	5.5%
Papa Murphy's	4.0%	3.3%	1.5%	1.5%	N/A	5.6%	4.5%	1.4%	(3.1%)	(3.0%)	(4.0%)	(5.8%)
Pizza Hut	(4.0%)	(5.0%)	(4.0%)	(2.0%)	0.0%	(1.0%)	1.0%	0.0%	2.0%	5.0%	1.0%	(2.0%)
Pizza Inn	(4.1%)	4.4%	N/A	4.6%	6.4%	6.0%	0.2%	(1.1%)	(1.7%)	(2.2%)	0.3%	0.2%
Mean	1.2%	3.4%	2.2%	3.8%	5.4%	6.3%	4.8%	2.8%	2.0%	1.3%	2.4%	2.2%
Sandwich												
Arby's	N/A	N/A	6.3%	10.4%	4.9%	9.7%	7.6%	9.6%	5.5%	5.8%	3.7%	2.4%
Burger King	0.2%	0.1%	0.4%	3.6%	4.2%	6.9%	7.9%	5.2%	2.8%	4.4%	(0.8%)	(0.5%)
Jack in the Box	1.9%	0.7%	2.4%	3.1%	4.4%	8.9%	7.3%	6.2%	1.4%	0.0%	1.1%	2.0%
McDonald's	(1.4%)	(1.7%)	(1.5%)	(3.3%)	(1.7%)	(2.6%)	(2.0%)	0.9%	5.7%	5.4%	1.8%	1.3%
Sonic Drive-In	2.2%	1.4%	5.3%	3.5%	8.5%	11.5%	6.1%	4.9%	5.3%	6.5%	2.0%	(2.0%)
Wendy's	2.9%	0.7%	3.2%	0.8%	1.7%	3.2%	2.2%	3.1%	4.8%	3.6%	0.4%	1.4%
Mean	1.2%	0.2%	2.7%	3.0%	3.7%	6.3%	4.9%	5.0%	4.3%	4.3%	1.4%	0.8%
Mean Total QSR	1.5%	1.7%	2.9%	3.9%	5.3%	6.3%	4.2%	4.0%	3.2%	2.3%	1.6%	1.7%
Fast Casual												
Chipotle	9.3%	13.4%	17.3%	19.8%	16.1%	10.4%	4.3%	2.6%	(14.6%)	(29.7%)	(23.6%)	(21.9%)
El Pollo Loco	6.5%	7.2%	5.5%	7.9%	7.6%	3.5%	1.3%	0.0%	1.8%	0.7%	2.4%	1.6%
Fuddrucker's	(2.3%)	(2.7%)	(3.9%)	(4.6%)	0.2%	2.1%	0.2%	1.7%	1.3%	0.0%	(1.0%)	(0.8%)
Noodles & Company	3.9%	(1.6%)	0.2%	1.7%	1.3%	0.9%	0.1%	(0.9%)	(1.1%)	(0.1%)	(1.0%)	(0.7%)
Panera Bread	1.1%	0.1%	0.1%	1.4%	3.0%	0.7%	1.8%	2.8%	2.3%	4.7%	2.3%	1.7%
Pie Five	N/A	4.4%	12.9%	17.0%	16.9%	9.5%	6.7%	1.5%	(1.6%)	(4.0%)	(12.0%)	(14.7%)
Potbelly	0.7%	(2.2%)	(1.6%)	0.5%	3.7%	5.4%	4.9%	3.7%	3.7%	3.7%	1.7%	0.6%
Qdoba Mexican Grill	2.3%	7.0%	7.5%	7.7%	14.0%	8.3%	7.7%	6.6%	1.5%	2.1%	0.6%	0.8%
Shake Shack	N/A	N/A	N/A	N/A	7.2%	11.7%	12.9%	17.1%	11.0%	9.9%	4.5%	2.9%
Zoe's Kitchen	N/A	5.7%	7.5%	5.9%	7.8%	N/A	5.6%	4.5%	7.7%	8.1%	4.0%	2.4%
Mean	3.1%	3.5%	5.1%	6.4%	7.8%	5.8%	4.6%	4.0%	1.2%	(0.5%)	(2.2%)	(2.8%)

Source: Restaurant Research LLC, Capital IQ, Technomic and company filings

Same-Store Sales Data (Cont.)

	FY 2013	FY 2014				FY 2015				FY 2016		
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Family Dining												
Bob Evans	(1.8%)	(4.1%)	(2.0%)	0.0%	3.8%	2.1%	(0.3%)	(3.2%)	(3.6%)	(3.0%)	(2.0%)	(2.2%)
Chuck E Cheese	N/A	N/A	N/A	N/A	(1.4%)	(5.0%)	3.0%	0.7%	1.3%	6.0%	2.6%	3.5%
Cracker Barrel	(0.6%)	(0.7%)	1.3%	3.3%	7.9%	5.2%	3.8%	2.5%	0.6%	2.3%	3.2%	1.3%
Denny's	0.9%	1.8%	1.9%	2.4%	4.7%	7.2%	7.3%	6.1%	2.9%	2.5%	(0.5%)	1.0%
IHOP	4.5%	3.9%	3.2%	2.4%	6.1%	4.8%	6.2%	5.8%	1.4%	1.5%	0.2%	(0.1%)
Luby's	2.4%	1.2%	2.0%	0.4%	0.2%	3.1%	(1.0%)	0.2%	1.2%	3.1%	(0.2%)	0.0%
Peter Piper Pizza	N/A	N/A	N/A	N/A	3.4%	6.8%	5.3%	N/A	3.6%	6.0%	2.6%	3.5%
Steak n Shake	2.2%	3.0%	3.7%	2.6%	2.9%	6.0%	4.8%	3.0%	3.6%	1.8%	(0.7%)	0.2%
Mean	1.3%	0.9%	1.7%	1.9%	3.5%	3.8%	3.6%	2.2%	1.4%	2.5%	0.7%	0.9%
Casual Dining												
Applebee's	(0.3%)	(0.5%)	0.6%	1.7%	2.8%	2.9%	1.0%	(0.5%)	(2.5%)	(3.7%)	(4.2%)	(5.2%)
Bahama Breeze	6.2%	0.8%	4.1%	N/A	(0.6%)	3.2%	1.8%	1.8%	2.4%	9.9%	4.7%	3.9%
BJ's Restaurants	(2.7%)	(2.9%)	(1.7%)	0.3%	1.2%	3.2%	0.5%	2.3%	0.7%	0.6%	(0.2%)	(3.4%)
Bonefish	0.9%	(1.5%)	0.3%	2.6%	0.7%	0.9%	(4.6%)	(6.1%)	(5.4%)	(2.7%)	0.9%	1.7%
Bravo! Cucina Italiana	(1.3%)	(5.5%)	(6.0%)	(6.7%)	(3.9%)	(1.7%)	(2.1%)	(3.1%)	(5.2%)	(4.1%)	(8.4%)	(8.0%)
Brick House Tavern	6.6%	10.0%	8.5%	7.5%	5.7%	5.4%	2.8%	(0.7%)	(2.8%)	(4.5%)	(6.3%)	(8.9%)
Brio Tuscan Grille	(1.5%)	(4.4%)	(4.5%)	(5.2%)	(4.2%)	(1.0%)	(1.6%)	(3.8%)	(4.3%)	(2.1%)	(6.4%)	(3.7%)
Buffalo Wild Wings	4.0%	5.7%	7.0%	5.8%	5.5%	6.5%	3.3%	2.6%	1.0%	(2.0%)	(2.3%)	(1.7%)
Carrabba's Italian Grill	0.9%	(1.8%)	(1.2%)	(1.2%)	0.3%	1.9%	0.9%	(2.0%)	(4.0%)	(2.0%)	(4.8%)	(2.1%)
Cheesecake Factory	1.1%	1.2%	1.5%	2.1%	1.4%	4.2%	2.8%	2.2%	1.1%	1.7%	0.3%	1.7%
Chili's Grill & Bar	0.2%	0.5%	2.5%	2.3%	4.2%	2.2%	0.1%	(1.1%)	(2.1%)	(3.6%)	(1.8%)	(1.3%)
Chuy's	3.0%	4.2%	2.4%	3.0%	3.8%	1.9%	N/A	4.2%	3.2%	3.2%	1.0%	0.3%
Dave & Buster's	2.4%	0.7%	4.7%	8.7%	10.5%	9.9%	11.0%	8.8%	6.0%	3.6%	1.0%	5.9%
Famous Dave's	(1.1%)	(3.3%)	(2.8%)	(2.3%)	(2.4%)	0.1%	(3.3%)	(3.6%)	(5.2%)	(6.1%)	(4.3%)	(3.8%)
Joe's Crab Shack	1.9%	(6.0%)	(4.7%)	(4.4%)	(4.5%)	(3.8%)	(4.0%)	(6.6%)	(2.9%)	(1.3%)	(6.8%)	(6.5%)
Kona Grill	3.5%	6.2%	3.2%	2.7%	3.1%	2.2%	1.0%	1.6%	3.2%	3.6%	2.5%	0.7%
LongHorn Steakhouse	2.9%	0.3%	2.4%	2.8%	2.6%	5.4%	5.2%	4.4%	2.6%	5.2%	2.2%	0.6%
Maggiano's	0.9%	0.2%	0.9%	0.6%	2.3%	0.1%	(0.1%)	(1.7%)	(1.8%)	0.2%	(1.7%)	(0.6%)
Olive Garden	(0.6%)	(5.4%)	(4.2%)	(1.3%)	2.2%	2.2%	3.4%	2.7%	2.8%	4.9%	2.4%	2.0%
Outback	1.1%	0.8%	0.9%	4.8%	6.4%	5.0%	4.0%	0.1%	(2.2%)	(1.3%)	(2.5%)	(0.7%)
Red Robin	3.7%	5.8%	1.6%	1.4%	4.3%	3.8%	3.6%	3.7%	(1.6%)	(2.2%)	(3.2%)	(3.3%)
Ruby Tuesday	(7.8%)	(1.9%)	0.4%	1.1%	(1.0%)	(0.3%)	(1.7%)	0.6%	0.8%	(3.1%)	(3.7%)	(2.7%)
Taco Cabana	(2.9%)	0.8%	2.8%	3.5%	6.1%	3.8%	5.6%	4.8%	3.3%	1.7%	(3.8%)	(4.1%)
Texas Roadhouse	2.5%	3.0%	3.0%	5.8%	6.8%	8.7%	8.0%	7.0%	4.4%	4.3%	4.2%	3.4%
Mean	1.0%	0.3%	0.9%	1.5%	2.2%	2.8%	1.6%	0.7%	(0.4%)	0.0%	(1.7%)	(1.5%)
Fine Dining												
Fleming's	4.9%	1.7%	3.6%	4.8%	3.4%	3.0%	3.2%	(0.6%)	(0.3%)	1.3%	(0.8%)	(1.9%)
Ruth's Chris	5.5%	2.6%	2.8%	4.8%	5.0%	2.8%	4.2%	3.3%	3.2%	3.1%	1.5%	2.1%
Capital Grille	6.7%	0.1%	0.8%	3.9%	5.0%	6.1%	4.4%	7.2%	1.5%	5.3%	3.7%	(1.2%)
Del Frisco's	5.2%	5.1%	5.2%	8.4%	4.9%	2.3%	1.0%	(1.4%)	(4.5%)	5.3%	(2.0%)	(1.4%)
Sullivan's	(0.7%)	(2.1%)	0.9%	0.6%	1.7%	4.8%	(3.0%)	1.2%	(1.8%)	(1.8%)	(2.9%)	(3.2%)
Mean	4.3%	1.5%	2.7%	4.5%	4.0%	3.8%	2.0%	1.9%	(0.4%)	2.6%	(0.1%)	(1.1%)

Source: Restaurant Research LLC, Capital IQ, Technomic and company filings

Operating Restaurants in the Yelp Age

Companies like Yelp, TripAdvisor, OpenTable and Zomato (previously Urbanspoon) have changed the way consumers choose where to dine. The prevalence of smart phones, tablets and computers has created an environment where customers are putting their faith in online reviews when it comes to eating out. A few bad reviews and a low star rating could deter patrons from trying a restaurant, while rave reviews are likely to boost an establishment's business.

A study by Harvard Business School professor Michael Luca shows just how much online reviews can affect a restaurant's top line. Restaurants on Yelp will see a 5% to 9% increase in revenue if their rating increases by one star. "Consumers respond more strongly when a rating contains more information," Luca writes.

When a restaurant has at least 50 reviews, a change in the restaurant's rating has 50% more impact than a restaurant with fewer than 10 reviews, according to the study. "If each consumer review presents a noisy signal of quality, then having many reviews should cause the overall rating to contain more information and hence have a large impact," according to the study.

Another study by two economists at the University of California, Berkeley, Professors Michael Anderson and Jeremy Magruder, published in the *Economic Journal*, attempted to gauge the relationship between online ratings and customers' purchasing decisions. The pair focused on the effects of positive online ratings on 300 San Francisco restaurants that were then collated to form a star system on Yelp.

They found that a restaurant with a rating improved by just half a star – on a scale of 1 to 5 – was much more likely to be full at peak dining times. Indeed, an extra half-star rating caused a restaurant's 7pm bookings to sell out 30% to 49% of the evenings it was open for business. Significantly, the two economists found that the increase in trade happened without any change in prices or the quality of food and service, confirming that it was the reviews that brought in the new customers.

Both of these studies were focused on individual restaurants as opposed to chain restaurants. Chains tend to be less affected by positive or negative reviews. However, online reviews still impact the top line of chain restaurants, just to a lesser extent, so it is important that all restaurant operators pay attention to their online reviews and monitor their ratings. There are some

tools restaurant operators can use to manage their online review ratings.

Respond to Reviews

Negative reviews should be used as customer feedback to improve a business's customer experience. When responding to reviews, especially on social media networks like Facebook and Yelp, restaurants should have a rapid-response strategy in place to seek expedient resolutions to negative reviews and make improvements. A fast response time is 24 to 48 hours, so a business should not wait too long. Restaurants should set a target response time and assign someone to respond to negative reviews.

When businesses respond to reviews quickly, it shows a high level of commitment and care to the customer. The goal of responding to reviews is to improve customer loyalty, so do not blame anyone for the complaint; fix the situation with a sincere tone.

Businesses that give timely online responses to customer feedback (reviews) on third-party review sites grow in appeal and credibility and are more trusted by customers. By managing reviews, businesses will see the number of reviews grow, thereby creating continuous growth and customer loyalty.

Showcase Great Reviews

Most restaurants have great reviews scattered around the web already. Flaunt these great pieces of affirmation on your website (the fancy word is user generated content or "UGC"), Facebook page, Instagram feed and more.

Follow Up With Clear Actions

Reviews give businesses an efficient way to recognize and modify operational shortfalls. Customers might post reviews about waiting too long for their food, which could help focus an operator's attention on a critical issue that could potentially dissuade customers from coming back. Companies invest extensive resources in garnering customer feedback; online reviews have given every company free access to their customers' voices, which should help direct businesses to take action in the right areas.

There is great value in honest feedback. When a restaurant receives a one-star review, it allows management to identify areas for improvement in operations and customer experience. Restaurants should evaluate how a problem originated and fix the issues that need to be fixed. It should be noted that it's important for the business to determine if the feedback is legitimate and fair.

Improve and Modify Menu Items

Even more, restaurants that improve their menus will increase profits and gain a competitive advantage. Online reviews can give restaurants unique ideas for new menu items. In addition to adding menu items, restaurants can use online reviews to remove menu items that are not working well.

Restaurant owners should always keep this in mind: Online reviews can work to your advantage when monitored and managed and when the feedback received is used to improve the business.

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iRestaurant: Automation in the Restaurant Industry

In the last few years, the "Fight for \$15" movement has gained traction in large cities and many states across the country. Regardless of whether or not wages see a near-term movement all the way to \$15, it's inevitable that wages will soon be materially higher than current levels. There has been much discussion around increased automation in the restaurant industry intended to offset rising wages. While everyone talks about impending automation, many don't realize it has already begun. These changes affect the front and the back of the house and, in some cases, redefine restaurants as we know them. Lastly, automation goes beyond reducing labor costs by also reducing food costs and improving quality.

Front of the house automation is getting the most attention in the media, due in large part to announcements of automation plans in the very near term by global restaurant companies. McDonald's announced plans to roll out automated kiosks and mobile pay features at all U.S. locations. This doesn't eliminate the need for labor, but rather reduces it, as the new model allows a customer to order, and a staff member then brings the food to the diner's table. This isn't an initial test of an unproven system as it has already been rolled out successfully in Europe, so with proven technology and systems, we should expect a very prompt roll out in the U.S. Wendy's is also beginning to automate the ordering process and plans to have ordering kiosks in 1,000 of its restaurants by the end of 2017. With such influential players setting the tone for the market, others will undoubtedly jump on board to stay competitive, further expediting automation across the industry.

What gets getting less attention, but will arguably have a bigger impact to restaurants, are the rapid advancements being made to automation in the back of the house. For example, Miso Robotics' new burger flipping robot, aptly named Flippy, cooks burgers, chicken and buns to perfection every time, which leads to lower food cost. Miso Robotics has plans to create new robots that will fry, prep and plate an entire meal. The results are not only labor savings but improvements in quality and safety. Miso Robotics is more than a concept dreamed up in the mind of engineers with no real world application; it was funded in part by the quick service restaurant, CaliBurger, which operates in 12 countries. Miso Robotics employees went to work in CaliBurger kitchens as grill cooks in an effort to design Flippy to be relevant in restaurants and not just a theoretical convenience. Further, at last summer's National Restaurant Association convention in Chicago, equipment manufacturer Middleby displayed a prototype for machines that automate kitchen tasks, such as a robot that cooks French fries. Robots have the potential to take over the back of the house much more quickly than anyone initially anticipated.



Flippy in action flipping burgers (Credit: Miso Robotics)

Recent advances aren't limited to simply replacing front and back of the house employees with machines that do the same jobs, but they have the potential to reshape the restaurant industry as we know it. A prime example is Zume Pizza, one of Silicon Valley's newest startups, which isn't a typical tech company, but rather a food delivery startup trying to make fresher, faster (and more profitable) pizza by leveraging machines. Not only do the plans include machines making the pizza, but the plan is to have delivery trucks that are preloaded with ingredients and construct the pizzas on the fly so they are delivered immediately as they come out of the oven. Not only does this reduce labor and improve quality and customer experience, but it also removes the need for a physical

restaurant. This Silicon Valley startup is not alone in shaking up the pizza industry. Global brands, such as Pizza Hut, have taken notice and are experimenting with automation of their own. For example, Pizza Hut Asia partnered with MasterCard and Softbank to develop a robotic cashier, and Domino's Australia is testing an autonomous delivery vehicle.

This is just the beginning of the restaurant industry's robot revolution, which has the potential to reduce labor and food costs, improve quality and improve customer experience. Automation is no longer merely a far-fetched, futuristic idea of what's to come in the industry, it's already happening.

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