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Technical Factsheet
Restaurant Sector

Junta de Andalucía
Consejería de Empleo, Formación y Trabajo Autónomo
ANDALUCÍA EMPRENDE, FUNDACIÓN PÚBLICA ANDALUZA

Restaurant and Catering sector

For this guide, the following activities related to food and beverage services are considered within the Restaurant and Catering sector: restaurants and food stalls, provision of prepared meals for events and drinking establishments.

Context

The catering sector is the fifth most important sector of the Andalusian economy and the fourth largest employer in the region. It has been one of the sectors most affected by the pandemic, both nationally and regionally, measured in terms of job losses and the number of people in temporary layoffs.

It is a sector with a large number of micro-enterprises and self-employed workers.

In recent years, there has been an upward trend in the sector regarding the number of women-owned enterprises.

Restrictions are also intensely suffered by the sector along the following lines: closing their establishments for a few months, limiting opening hours, limiting capacity, implementing security measures, and making other changes to adapt to the evolving regulations.

In this situation, the turnover of food and beverage establishments is far from the pre-pandemic figures, as it is a particularly fragile sector, vulnerable to economic cycles and shocks. There is currently a certain reluctance of the customers to hang out at these establishments due to fear of contagion.

Furthermore, the restaurants and catering sector is closely linked to the tourism sector, which has also been hit hard by the current crisis. It also has links with the booming health industry, as will be shown below.

Business model

A typical business model in this sector will be described using the nine blocks that shape Alexander Osterwalder's Business Model Canvas.

Market segments

This module is used to define the target groups of a business.

A bar-restaurant aims at all types of people. Nevertheless, different segments can be identified according to their behaviour and/or the offer they look for. These five types of customers have been highlighted:

- Families
- Groups of friends
- Individuals attending during their working day
- Individuals who come during their leisure time.
- Tourists

It is always essential to well-define the specific customer profile, especially in a sector as fragmented and with as much competition as this one.

Value proposition

This module describes how value is created for a specific market segment.

Families are looking for a place where they can eat products they do not usually prepare at home, drink and be comfortable, and even meet other extended family members.

On the other hand, groups of friends are often looking for a place to meet and additionally eat and drink.

Whereas the people who go to bars and restaurants on an individual basis are usually looking for a place where they can satisfy their need to eat, accounting for the value for money and good quality traditional and balanced dishes. In this group, we include both people who go during their working day and those who go during their leisure time. In the latter case, the bars perform a natural social function as a meeting place.

Finally, tourists often look for traditional and typical local dishes in a place that evokes this essence.

The elements that make up the standard offer are the premises, the location, the equipment and decoration, the ambience, the service, the products offered, the price level and the experience. The menu must reflect the allergens of the dishes, and some restaurants have incorporated options for vegans, coeliacs, etc. Others have gone a step further, seeking to position themselves in a niche market. Each customer profile will prioritise some attributes over others. For example, people who go during their working day will look for a restaurant close to their place of work, offering a menu of the day with good value for money and fast service; while families will look for a cosy and quiet space with a pleasant location and setting, attentive service and a wide-ranging menu that appeals to all members of the family). But all are ultimately looking for a satisfactory experience, according to their expectations. These satisfied customers can become frequent and engaged customers.

Channels

This module describes how customers are reached.

In the case of bars and restaurants, the essential elements are the physical space, word-of-mouth, advertising and online channels (web, social networks, Google, Tripadvisor, etc.).

How else do bars and restaurants reach new customers?

The first important element is the premises and their location. Potential customers will know it by walking past it. However, it is becoming increasingly important what is defined as 'The Digital Gateway', i.e. the different digital channels where the company is found: website, social networks, Google positioning, Google My Business, different directories and platforms, Google Ads or Facebook Ads, reviews on Tripadvisor or Google itself, for example.

Some restaurants use traditional media to promote themselves, such as local radio, the press, or specialised guides and magazines. Others, especially takeaway restaurants, continue to use letterboxing, although this is becoming less common. Some of those reach out to tourists by handing out flyers in the vicinity or using their waiters for direct and immediate customer acquisition. Tourists also choose and plan restaurants through the information available on the Internet.

Influencers (or micro-influencers) are becoming increasingly important in the restaurant's communication and reputation.

Customer relations

This module defines the type of relationship that businesses establish with their customers.

Bars and restaurants tend to have a personalised service and direct relationship with customers (except for fast food restaurants or delivery). They aim to ensure that the relationship lasts for the long term (except in the case of restaurants focused on tourism).

The most important thing to build customer loyalty is to provide a good quality/price ratio that fulfils expectations and leaves the customer satisfied.

In this way, they will be able to establish a more lasting relationship with the establishment, recommend it and even receive the so-called digital tips, i.e. comment and rate it positively on digital channels.

Other types of food and beverage services based on home delivery have a somewhat impersonal relationship. It can be direct (when they have their own delivery drivers) or indirect (when they use third-party delivery drivers). Loyalty can be built in these establishments by value for money, the experience offered and the fulfilment of expectations, or offers and promotions.

Particularly in the case of fast-food chains, the way they deal with customers is becoming more and more automated with the spread of apps or devices for placing orders. Although they make an important effort to differentiate themselves from the competition, the most common way of attracting customers and building loyalty is through their prices, offers and promotions.

Key activities

This module includes the most critical actions for the good development of the business.

It is very important to define well the supply of raw materials, as obtaining quality products at a good price is key in a sector with narrow margins. Increasingly, raw materials with quality certifications, such as designations of origin, protected geographical indications, organic products, or Km 0 products, are sought after and are reflected in the menu. This serves to differentiate the establishment, aligning these signs of identity with the values of the customers and even being able to achieve wider margins on their dishes.

The receipt and storage of raw materials until consumption would be another activity. The new pandemic regulations require a number of standards to be met by bars and restaurants in this respect, which will be discussed below.

The menu is the restaurant's business card, so its preparation is a crucial activity. If the menu is long, the choice becomes difficult and can generate mistrust about the freshness of the dishes. The menu has to be structured in an orderly manner and with the prices indicated. It is already common that the tone in which the menu is written evokes the style of the restaurant (e.g. use a fresher language or a more refined language).

The preparation of dishes is one of the core activities, indeed the food is not well prepared, the rest of the activities are superfluous.

Likewise, service, understood as the interaction of the establishment with its customers to offer its dishes, is important to achieve customer satisfaction, build customer loyalty and make them recommend you. This service will be in accordance with the type of establishment. The way products are served, the crockery, cutlery and other elements that communicate the image of the establishment are also important. In a fast-food restaurant, you will not expect the same service as in a high-end restaurant.

Cleanliness is even more paramount in times of pandemic, as in addition to the restaurant being clean and tidy, it is important that it is disinfected and complies with the established regulations (disinfection of tables between services, hydroalcoholic gel dispensers, frequent cleaning of bathrooms, disinfection of POS, etc.). The suitability of the space, furniture and decoration are essential to creating the desired atmosphere.

In addition, due to the health crisis, safety distances must be observed, service aids must be stored in enclosed areas or at least away from customer and worker traffic areas, decorative elements must be removed from tables, and self-service products must be eliminated.

Key resources

This module includes the most important assets for the business, which can be physical, human, intellectual, etc.

In this case, the premises (location, aesthetics) and the staff must be considered above all. Also, as the reputation and image of the establishment. It is interesting to have a base of trustworthy, regular, frequent customers who are engaged with the establishment.

Key partnerships

This includes partners (suppliers, partners) who are essential to the business.

In the case of bars and restaurants, there may be special suppliers for more or less exclusive products as discussed above (e.g. with certifications).

Some bars and restaurants, especially those that offer set menus and are close to work areas (offices or industrial parks), often have agreements with companies that provide vouchers.

Some bars and restaurants offer home delivery through external platforms and delivery companies.

The same applies to companies offering takeaway or table reservation services using third-party tools.

In some cases, vending and gaming machine suppliers are part of the value chain.

In some bar and restaurant services, music is important. In this case, SGAE is considered a key partner.

Some restaurants appear in tourist, leisure, or restaurant guides, both on and offline. Business associations provide key support in such an atomised sector with such a high proportion of self-employed workers.

Sources of income

In this module, the different sources of income of the business have to be considered.

In such a business, the income is almost entirely derived from the provision of the service, which is typically paid for after the service has been provided.

In some cases, gaming and vending machines are also a source of income.

In this last module, the main cost items are to be included.

In a business of this type, it is necessary to talk about personnel, but also about premises and supplies (raw materials). Other items are the cost of licences and taxes and, in some cases, commissions for third party services. Revenues and costs make it possible to talk about profits, which, in a business of this type, in a sector with intense competition and little differentiation, works with tight margins.

Changes and trends

Specific changes were already taking place in the sector due to the adaptation of societal trends before the pandemic, and those trends are expected to keep evolving. Some of them have even seen their pace of adoption accelerate. Changes have also occurred during the confinement and time of restrictions and are expected to continue. All this is shaping a business context whose impact needs to be considered. These changes and trends will be structured into three categories: (i) Healthcare regulation, (ii) Customers and market and (iii) Digital transformation.

Health regulations

Food and beverage services have to implement the “Measures for the reduction of SARSCoV-2 Coronavirus infection for the restaurant sector” published by the “Spanish Institute for Tourism Quality (ICTE), which is part of the Secretary of Spanish State for Tourism of the Ministry of Industry, Trade and Tourism of the Government of Spain.

These measures include:

- **Requirements for risk management**, which addresses: the risks, the emergency working group, the necessary material resources, the general catering measures and the protective measures for staff.
- **Service requirements** include general requirements, service provision (receipt of raw materials, storage of raw materials and cooking), service (through home delivery, takeaway, counter service, counter service, terrace service, buffet service or events), and toilet facilities.
- **Cleaning and disinfection requirements**, covering: the cleaning plan, cleaning and disinfection and cleaning of textiles.
- **Maintenance requirements**.

Clients and markets

Concerning changes in consumer and market behaviour, the following can be observed:

- The **customer is increasingly connected,** and in the wake of this pandemic the use of mobile phones has increased even more.

Food and beverage services should not neglect this aspect and should adapt to the various actions that potential customers digitally take in relation to business: getting inspired, looking for options, checking the offer and reviews, booking a table, photographing the dishes and the space, commenting on social networks, broadcasting their experience, talking about their experience, recommending on Google or Tripadvisor and posting.

Almost everyone in society can use WhatsApp with ease. Even the elderly have used it to communicate by messaging and video-calling with their loved ones. During the confinement, we have **shopped online** even in sectors where there were certain barriers or reluctance, such as supermarkets. People like to **share experiences**. If businesses can deliver a satisfactory customer experience, they can be rewarded with the "digital tip".

As a result of the pandemic, the action of **reserving a table** in a restaurant has become widespread, to guarantee the availability of a table, due to capacity restrictions, and to choose the desired place (on the terrace, more isolated, better ventilated, etc.).

Furthermore, there was increased consumption of digital content in households due to the impossibility of doing otherwise and the increase in the available time. In this line, the *Do-it-Yourself* trend also continues and related to the restaurant sector, people are not only looking to cook, but also to be taught, so the figure of the chef is gaining a lot of value.

- Due to the various restrictions and the fear caused by the pandemic situation, people have to a greater or lesser extent reduced their visits to bars and restaurants. Added to this is the economic crisis, which produces a reduction in expenditure, following a common behavioural path in a crisis. Therefore, **household consumption is increasing**.
- **Take-away and home delivery are growing exponentially**. In recent years, this trend has been observed and has accelerated with the pandemic. One restaurant in Madrid, "Casa de comidas de la Riva", claims that it has been able to maintain its turnover during the confinement. Even Michelin-starred restaurants are jumping on the bandwagon and looking to offer unique experiences with thoughtful packaging, delivery drivers dressed as waiters, etc. For example, chef David Muñoz.

The ready-to-eat and home-delivered meals sectors are becoming attractive, even for players from other sectors. So much so that even retail giants (El Corte Inglés, Mercadona, Lidl, Día and Aldi, among others) are diversifying their activities to include these products or services. We also see restaurants and petrol stations including this type of offer on a refrigerated shelf, also known as *shop&go*.

Home delivery has increased even among older people, because of the fear of going to bars and restaurants.

Some leading restaurants bring their experience home, trying to replicate the consumer experience inside their establishment (with a delivery person dressed as a waiter, neat packaging, etc.). *Ghost kitchens* are a new business model where there are equipped kitchen spaces without dining facilities. The trend is expected to continue to rise due to the current situation and the limited investment compared to a physical restaurant. Even aggregators of ghost kitchens are emerging, such as "Cuyna".

The specialisation of some restaurants and platforms to cover the need for daily menu delivery is noticeable.

- It is expected that there will continue to be a **demand for exclusive dinners or meals** and a preference for home-delivered meals. This need for home chefs arose before the pandemic and is expected to continue.

- Society is becoming increasingly aware of issues related to **sustainable development** such as local and proximity trade, zero waste, recycling, second life, organic products, elimination of plastics, etc. Some restaurants offer dishes prepared from their own gardens or from gardens near the establishment. There are also options to buy directly from the farmer. This serves and will gain momentum as a measure of restaurant differentiation and alignment with healthy living and sustainability values. Solidarity initiatives towards restaurants have emerged, such as The Fork's "Let's go back to our bars" or "Let's save our restaurants", the citizens' initiative "Adopt a bar", the website "cuandovolvamos.com" or communication campaigns such as Heineken's #FuerzaBar.

- There is now an increased **focus on wellness**, performance and healthy lifestyles.

- The crisis situation has reduced household spending in bars and restaurants. As a result, some of them have reduced their offer in order to ensure the freshness of their dishes and focus on those that are really good to specialise in, and leaving aside services with less added value.

There has been an increase in the restaurants' average receipt with well-known local brands and traditional dishes, and related to trusted and healthy ingredients

- **Pop-up experiences** are also expected to boom. They are linked to the interest in outdoor leisure and tourism and the interest in consuming products on terraces, at home or in the countryside.

- **Renting** will also see an increase in demand (vs. ownership) so restaurants may also look at the interest in making their spaces available for events and activities.

Digital transformation

The opportunities presented by digital transformation for improving the sector are many. Some of them have already been mentioned before. Each of them is briefly presented below:

- Restaurants that were more digitalised have coped better with this situation. In fact, some have emerged stronger. Among the key factors for those restaurants' growth are: (i) omni-channeling, (ii) home delivery and (iii) and low cost. As for example, Domino's Pizza.

The exploitation of digital channels is an activity that every entrepreneur in the sector should consider. The manager of "Narcea Restaurant" explains this in a written interview and in this video.

Online commerce has experienced an unprecedented boom, and it requires appropriate customer service.

The **digitalisation of payments** has also accelerated sharply. There are many solutions for this, from contactless payments or Bizum, promoted by banks, to other solutions from startups such as Paythunder or Stripe. "Casa 887" Restaurant announces on its networks that it is now possible to pay with Bizum.

The digitalisation of receipts has also accelerated during the pandemic to avoid physical contact with people or surfaces. Some Start- ups developing this concept are *No more tickets* and *Ticketphant*. Restaurant menus have been largely digitised, due to the regulations that apply. Most do so via QR codes that lead to a website. It is possible to enhance the user experience with VR/AR by displaying the dishes as if they were in front of the customer. There are multiple applications for this, some examples are: Probares, iUrban or Bakarta.

VR/AR can also be used to recreate a certain environment and take customers to Japan, for example, while they are tasting Japanese food or show the preparation of a dish as if customers were in front of the chef or allow an interactive and multisensory scenario, as chef Paco Roncero does.

New business models that were timidly emerging, such as subscriptions or vouchers, are accelerating. It is spreading across different sectors, including the restaurant industry. An example of this is the initiative launched by the startup CoverManager.

Collaborative economy platforms continue to consolidate or grow. Related to food and beverage service, startups are emerging that connect individuals who act as cooks with individuals who want to cover their need to feed themselves with homemade and economical dishes, such as Cocopí, Gustoo, Chefly, Just Cook It or Comparto Plato.

Other types of projects that appeared before the pandemic are **home chefs**. Some solutions for this are Take a chef or Supper Stars, which can meet the demand for exclusive dinners.

Likewise, platforms that act as marketplaces for bars and restaurants are also growing. In addition to the best-known ones such as Just Eat, Deliveroo, Uber Eats or Glovo, there are others such as Umappi, No cocino más or Deli Deli.

The rise of digital tools leads businesses to better understand the consumer and be able to offer a **hyper-personalised offer** to provide products or services, communication or loyalty actions (thanks to Big Data and Artificial Intelligence, among others). One such solution is offered by Cheerfy.

Whatsapp launches new functionalities and solutions, such as **Whatsapp Business**, which allows you to publish the menu and even make orders, as they do, among others, at the Cabana d'en Geli.

Facebook and Instagram are also aligning their offerings with solutions related to the digital transformation of companies.

Google My Business is key to developing the "digital door" concept.

There are many startups with **other digital transformation solutions for SMEs**: to make reservations, TheFork or CoverManager; to interact online in a physical space, Cheerfy; to get extras for the bar or restaurant, BuscoExtra, etc.

Whatsapp is gaining ground as the application of choice for Spaniards and a certain rejection of downloading applications from establishments is beginning to appear.

On another level, there are different **energy optimisation solutions** that can help to contain the energy consumption in bars and restaurants, such as those of Justa Energía.

- **Robotics** is impacting the sector, albeit slowly due to the size of the product fabric. It is no longer science fiction to see robotic counters or robot chefs preparing and serving salads or rice. One specialised start-up is Macco Robotics. More accessible are the examples of robots that prepare dishes or clean spaces.

- **Artificial intelligence** for forecasting throughout the value chain: forecasting appliance breakdowns, product expiry dates, menu proposals based on customer preferences, etc.

- **Chatbots**, which also use artificial intelligence to provide appropriate responses to customers.

- **3D printing** has already reached the world of catering. Pizzeria Donnatos is an example of this.

SWOT

This section includes a minimum SWOT of the sector. The Strengths and Weaknesses derive from the internal characterisation of the sector, the Threats and Opportunities, from the analysis of the environment.

Weaknesses

- It is a vulnerable sector in situations of crisis.
- It is one of the most fearful sectors for potential customers during the pandemic.
- Lack of coordination and collaboration between companies or public-private agreements.
- Poorly professionalised. Managers generally lack business training and staff lack vocational training.
- Atomised, so there is strong competition and margins are generally tight.
- There is the existence of prominent players with whom they have to compete in specific sub-sectors (especially in Fast Food).
- Poor implementation of new technologies.
- Peak demand on certain days, at certain times of the day or times of the year, depending on the business model.

Strengths

- Digitalisation offers endless possibilities for the catering industry. For example, the optimisation of processes, building customer loyalty, improving communication, etc.
- The restaurant industry is one of the most attractive sectors for start-ups, so there are many solutions to improve restaurant businesses.
- Leading technology players offer solutions that can be implemented in the sector: Google My Business, Whatsapp Business, Tripadvisor, etc.
- Endless possibilities for training. Makro and Heineken, for example, have launched such initiatives during confinement.

Threats

- Temporary extension of restrictions on social events due to the pandemic.
- Economic consequences of the pandemic, which may affect consumption.
- Changes in consumer behaviour: increasingly digital, more aware of social issues, more concerned about health and wellbeing and interested in ready-to-eat products.
- The speed at which technology becomes "obsolete" or rather, the

speed at which technology is adopted by companies means that it is necessary to upgrade quickly to not become obsolete.

Opportunities

- "Home-delivered', 'ready-to-eat' and 'ready-to-eat' are trends that are expected to grow considerably in the coming years.
- A boom in digital content and DIY (Do-It-Yourself).
- Digitalization, on both the supply and demand sides, has accelerated its expansion dramatically in the wake of Covid-19.

Impact and challenges

- The COVID-19 prevention measures imply that bars and restaurants have to operate under restricted conditions compared to how they did pre-pandemic, which is affecting revenues. Add to this the additional cost of these measures and the implication is that their survival is being threatened.
- Some establishments in the sector say their challenge is to survive while waiting for the pandemic to pass and everything to return to the way it was. Others are adapting to the situation by redesigning their business models and adapting them to the present situation and new trends.
- It is also clear from the trends that the market is changing. New ways of providing food and beverage services are emerging or growing (take away, ready to eat, delivery) and digital channels are expanding as never before in the sector: millennials or Generation Y are already customers, people accustomed to using social networks, but Generation Z, massive consumers of the Internet and digital content via smartphones, are also arriving. This means restaurants and bars have to look for new ways of engaging with customers and delivering services, as has happened or is happening in other sectors (e.g. medical services).
- Related to the above, there are different models of catering establishments: those that are 100% face-to-face and are waiting for all this to pass and for it to go back to the way it was; those that were born fundamentally face-to-face and have been evolving towards digital; and those that were born fundamentally digital and have realised that they are growing faster and faster than expected. Digital is important, it complements physical, and while the physical limits, the digital expands.
- For customers, a clear derivative is that they are now looking for safety and hygiene, so bars and restaurants must inform about all the measures they adopt related to prevention, disinfection and cleaning. They must also inform about the new protocols to avoid the risk of possible contagion as much as possible.

- Large food service and retail players have detected this new market reality. They are looking to position themselves as food and beverage service providers. The digital transformation of other sectors has taught us that businesses that are not in the process end up being left behind in the value chain. While putting their market at risk, and seeing their offer "commoditised" and having to pay a significant toll to these digital intermediaries.
- Taking all this into account, the main challenge they have to face is the digitalisation of the offer and their relationship with the customer to position themselves in a channel that is going to grow.

Refocusing proposal

Despite the fact that there is a large group of entrepreneurs in the sector who believe that once normality returns, everything will return to the way it was before the pandemic, there are a number of trends, which are not new, but which have accelerated in recent months. It is necessary to identify them, anticipate their possible implications, and consider them in the business model.

1.- Customers are increasingly digital, and it is necessary to adapt to their behaviour. Therefore, it is essential to be registered and work both your own online channels (website, databases and social networks) and those of third parties (e.g. Google MyBusiness, Tripadvisor, Google Ads, WhatsApp Business, Facebook Ads, etc.). Specifically, some applications offer great potential for the restaurant sector. Instagram, for example, allows placing an order from the photograph itself. The Batavia Healthy Food is an example of this. Whatsapp Business allows to publish the establishment's menu, and customers can place their orders. Or Google itself, which allows geolocation, timetables, table reservations, access to customer comments, etc. In the Ovejas Negras restaurant, it is possible to book a table through Google. It is also important to bear in mind that customers are getting tired of downloading applications, as it is possible to exploit the already consolidated ones, and therefore groups with less digital knowledge but who have used tools to communicate with their loved ones during the pandemic will not be neglected. Online marketing is very important in this context. Video is the king of content, according to the experts. Videos can be used to build trust (show the kitchen, the process), to enhance the experience, to arouse interest or even to offer workshops (tastings, cooking courses, webinars, etc.). The burger restaurant Five Guys makes good use of videos on Instagram.

2.- Food consumption trends that have accelerated during the pandemic are **takeaway, delivery and ready to eat**. Analysing them is crucial to take advantage of them. Some restaurants have taken the opportunity to launch takeaway through another brand with a selection of dishes more suited to this model. For example, Los Baltazares have launched Carmenzita by Baltazares or La Gran Familia Mediterránea, by Dani García.

Many technological solutions help large and small companies to implement them (for takeaway: Local Food or Cheerfy; for ordering and delivery: Deli Deli, Glovo, Deliveroo or Just Eat; for delivery: MOX). However, some prefer to have their own fleet of delivery vehicles, such as the Maruzzella pizzerias.

3.-Microsegmenting customers and offering a differentiated offer, for example, offering menus to the workplace (replacing the typical homemade Tupperware), some of the applications that can help in its commercialisation is Foodfilin.

4.- Table reservations. Something that was not very common in Andalusia has increased due to the reduction of seating capacity, the interest in terraces, or selecting a particular space. Some solutions for this are Google itself, which offers a reservation button, CoverManager, Maybein or TheFork. Many establishments already provide this service and in recent months it has grown even more. One example is Sloopy Joe's.

5.- Customers are increasingly aware of sustainability and are looking for products and services in line with these values. Establishments cannot be oblivious to this and can carry out different actions:

- Zero Waste: use solutions to dispose of unsold dishes instead of throwing them away. This can be done through ToGoodToGo or Encantado de Comerte. Yo! Sushi is a restaurant that uses ToGoodToGo.
- Interest in the origin of food: having one's own garden or buying directly from the producer (thus also linking up with campaigns to support this profession) through Farmidable or La Colmena que dice sí, for example.
- Zero plastics: use sustainable takeaway or home delivery packaging, such as Cookplay.
- Interest in local consumption: supplying ourselves with local products.

6.- A consumer who is more concerned about food and healthy lifestyle habits. This must help restaurants to rethink the products they offer: are they balanced? are the raw materials healthy? do they include ingredients considered "superfoods"? can recommendations be made to create a balanced menu? On the other hand, if restaurants want to offer fresh, freshly prepared dishes on a daily basis, they may have to reduce the menu.

7.- Diversification/Specialisation. In addition to analysing these trends for the business models, it is necessary to analyse which strategy can work best for us:

- **Diversification**: i.e. serving new customer segments by additionally tailoring the value proposition to them. New consumer niches can be identified.
- **Specialisation**: focusing on the core business, customer segments that bring the most value to the restaurant, or on products that work best, for example, and strip away the rest. As Sloopy Joe's did and announced on its blog.

In short, to refocus the business model, it is necessary to be clear about the changes in consumer behaviour and trends to visualise the future situation of our business. This will allow the restaurant to identify challenges and needs. It is recommended to draw up a roadmap based on these challenges and look for ways to meet them (through advice, training, investment, etc.).

Training needs

As mentioned before, it is crucial to train the self-employed and micro-enterprises in the sector for adapting to the new scenario. To do so, training needs are detected in two areas: business management and new technologies.

In business training:

- Basic business management.
- Pricing.
- Marketing and sales.
- Differentiation strategies.

In new technologies:

- Third-party digital channels: Google My Business, Whatsapp Business, Tripadvisor.
- Design of websites and digital menu.
- Social networking.
- Online marketing.
- Digital content generation.
- Creation of digital services.

Annexes

Entrepreneurial ecosystem

Considering the entrepreneurial ecosystem as the set of public and private agents that favour entrepreneurship and the start-up of catering companies, in this case, we have to consider the following main agents:

- At the public level: Andalucía Emprende, through its CADEs, training and studies; Andalucía Lab; Training Schools of the Andalusian Employment Institute, specifically its Hotel and Catering Schools; the Institute for Spanish Tourism Quality (ICTE).

- At the private level: a reference agent in Spain is the Basque Culinary Center, while HEINEKEN and its Foundation (Cruzcampo Foundation) train and support hotel and catering businesses with its Hotel and Catering Schools, training programmes and programmes to promote entrepreneurship. There are also private catering schools of reference. Makro is also a reference and in recent months they have launched training courses to support the sector.

On the other hand, expressly related to entrepreneurship, we see a growing trend in support for the creation of start-ups for this sector. For example: Basque itself has a start-up acceleration programme, Makro has another international programme, the Cruzcampo Foundation, Mahou-San Miguel and Estrella Galicia and even Lanzadera expressly supports this vertical. These programmes can serve as a radar of what is moving in terms of technology in the sector through the challenges they launch and/or the start- ups that are presented.

Large players in technology applied to this sector are also worth mentioning, such as El Tenedor, Just Eat, Glovo, Uber Eats and Deliveroo. It is worth bearing them in mind, not only as potential suppliers, but also as leaders of digital transformation in the sector.

Legislation

The legislation that directly affects food and beverage businesses is the Opening Licence from the competent authority.

On the other hand, the regulations are strict on issues related to storage, handling, facilities, uniforms, etc. The regulations are set out in the following: The regulations on storage, handling, facilities, uniforms, etc. These regulations are set out in:

- Order of 6 April 1987, of the Regional Ministries of Economy and Development and Labour and Social Welfare, on restaurants, cafeterias, bars and the like in Andalusia.

- Law 7/1994 on Environmental Protection (BOJA nº79/31-05-94).

- Technical-sanitary regulations, for the safety and hygiene in the handling of food (General Health Law).

- Regulation on Surveillance and Control of Food and Beverages, Title VI, Chapter II.

- Law 11/97 of 24 April 1997 on packaging and waste implemented according to Directive 94/62/EC.

- Decree 262/1998, of 2 August, Book of Suggestions and Complaints of the Junta de Andalucía (BOJA of 17 September).

- Royal Decree of the Ministry of Economy and Finance, on the regulation of retail trade.

- Specific municipal regulations. Likewise, all current regulations regarding: price advertising and invoicing, health, safety, industry, consumer protection and accessibility for the disabled must be complied with.

The premises must comply with the regulations on electrical installation and smoke venting, among others.

It is also necessary to meet the training to acquire the professional competence necessary for the correct performance of the tasks, which is set out in Royal Decree 301/1996, of 23 February, which establishes the certificate of professionalism for the occupation of cook and Royal Decree 302/1996, of 23 February, which establishes the certificate of professionalism for the occupation of cook and Royal Decree 302/1996, of 23 February, which establishes the certificate of professionalism for the occupation of cook, which is set out in Royal Decree 301/1996, of 23 February, which establishes the certificate of professionalism for the occupation of cook and waiter. Of particular relevance are the "Measures for the reduction of SARSCoV-2 Coronavirus infection in the catering sector" published by the Spanish Institute for Tourism Quality (ICTE), which is part of the Secretary of State for Tourism of the Ministry of Industry, Trade and Tourism of the Government of Spain.

Funding

As a result of the crisis situation generated by the pandemic, the Junta de Andalucía has implemented different aids that benefit the catering sector:

- Aid: Decree-Law 29/2020 of 17 November establishing urgent measures to maintain the activity of certain economic sectors.

- Aid: Decree-Law 9/2020 of 15 April 2020 establishing urgent additional measures in the economic and social sphere as a result of the situation caused by the coronavirus (application deadline expired).

- Guarantees: Decree-Law 3/2020 of 16 March on financial and tax support measures for the economic sector, streamlining of administrative actions and social emergency measures to combat the effects of the economic downturn of the coronavirus.

- Guarantees: Decree-Law 3/2020 of 16 March establishing a line of guarantees for loans granted by financial institutions for working capital in favour of small and medium-sized enterprises and the self-employed. Decree amended by Decree- Law 6/2020 of 30 March establishing extraordinary and urgent administrative measures in the social and economic field as a consequence of the situation caused by the coronavirus (COVID-19).

- Aid: support for the economic activity and mitigation of losses of self-employed or self-employed workers affected by the situation caused by COVID-19, who carry out their economic activity in one of those included in CNAE codes 5630 Establishment of beverages and CNAE 9329 Other recreational and entertainment activities.

The Spanish Government, for its part, does the same with regard to aid in Royal Decree-Law 8/2020, of 17 March, on extraordinary urgent measures to deal with the economic and social impact of Covid-19.

The ICO has also launched a line for companies of this type affected by Covid-19 called: ICO Tourism sector and related activities Covid 19/Thomas Cook (funds are currently exhausted).