



Outstanding retail foodservice

A global industry report commissioned by RATIONAL AG





Scott Annan

Editor & Curator

Foreword

Retail foodservice is built on the consumer demand that 'we eat and drink three times a day: that's 1,000 sales opportunities every year with each customer'.

Retailers around the world have recognised this and have developed their food programmes, from immediate consumption 'food to go', through serve over breakfasts and lunches, to take home dinners and side dishes. As consumers look to quality alternatives to home cooking and to reduce their out-of-home eating expenditure, retailers have an opportunity to secure this daily demand.

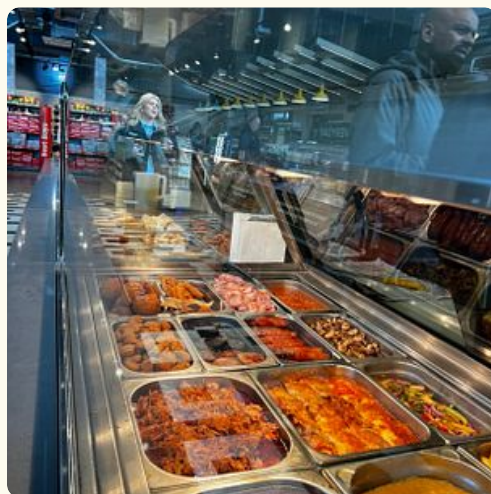
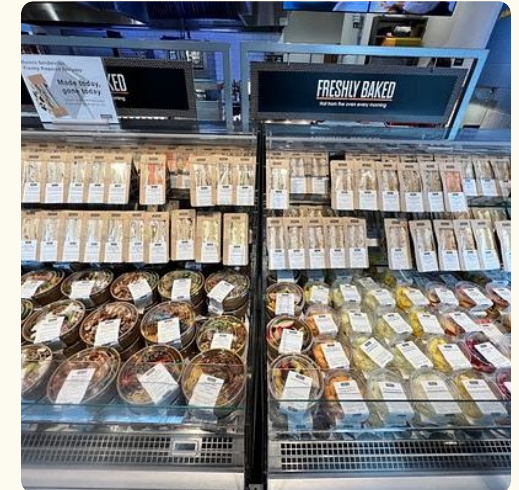
This excellent foodservice selection brings together leading retailers and stores from across the globe. It is designed to inspire retailers considering investing in foodservice, and to provide case studies for store visits to help with the learning and impact process.

The editorials from four global retail foodservice experts provide additional knowledge for decision making. Please contact them if you'd like to elaborate on any detail.



RATIONAL AG kindly supported the production of this report.

Moran's Centra — Derry, Northern Ireland



Store profile

- Brand: Moran's Centra with Go fuels
- Website: morans.com
- Type: Roadside retail store
- Size: 250 m²
- Map: 📍 [View on Google Maps](#)

Moran's Centra in Derry is a benchmark example of Northern Irish roadside retail — a Centra-branded convenience store paired with Go fuels, delivering a compelling foodservice offer within a compact 250 m² footprint. Northern Ireland's convenience sector is widely cited as a global benchmark for retail foodservice quality, and Moran's exemplifies why — with freshly prepared food every day, an extensive deli and bakery offer, and a range of hot and cold prepared meals.

Central Square Life — Tokyo, Japan



Store profile

- Brand: Central Square Life
- Company: Life Corporation Japan
- Website: lifecorp.jp
- Type: Premium supermarket
- Size: 1,000 m²
- Map: 📍 [View on Google Maps](#)

Central Square Life in Tokyo is a premium supermarket operated by Life Corporation Japan — a 1,000 m² store that sets the standard for what a premium urban supermarket can achieve in terms of fresh food quality, presentation, and customer experience. The store features an exceptional range of freshly prepared foods including sushi, yakitori, bento boxes, prepared meals and premium meat, all presented with the meticulous attention to detail that defines Japanese retail foodservice. Japan's retail foodservice sector is widely regarded as the global benchmark, and Central Square Life exemplifies this excellence at the premium supermarket level.

Editors' editorials

Four global retail foodservice experts share their perspectives on the forces reshaping the industry — from mission-based selling and AI-driven discovery to generational beverage trends and the future of food quality.

Christian Warning

The Retail Marketeers — on mission-thinking and the 1,000 annual opportunities

Frank Beard

On why the future of food isn't fast food — and what convenience stores can learn from the world

Professor Sabine Benoit

On AI, Generative Engine Optimisation, and how discovery is being fundamentally disrupted

Dev Dhillon

The Convenient Cube — on coffee, premium beverages, and building a broad generational offer alongside foodservice





Christian Warning

Founder & Managing
Partner, The Retail
Marketeers

1,000 chances a year. Most of them missed.

How retail foodservice wins — or loses — on the mission that matters most

We eat three times a day. That is not a nutrition fact — it is a commercial one. Across a year, each customer carries roughly 1,000 eating occasions in their pocket. One thousand moments of hunger, thirst, and appetite, quietly distributed across convenience stores, and supermarket aisles. The question confronting every operator in retail foodservice today is the same one it has always been, just harder to ignore. How many of those 1,000 moments are yours?

For too long, the industry has answered that question with category logic. Tobacco. Beverages. Packaged snacks. A cold sandwich behind glass. These are products. But customers do not arrive with products on their minds — they arrive with missions. The morning commuter is not looking for a hot drink; she is solving a problem called breakfast in four minutes or less. The driver pulling off the motorway at noon is not seeking food; he is trying to feel human again before the next meeting. The family stopping to charge an electric vehicle at dusk is not browsing — they are negotiating dinner.

Mission-thinking changes everything. Roadside retail, more than any other channel, should understand this intuitively. It sits at the crossroads of mobility and appetite, at the precise moment when a customer is physically in motion and mentally open. That is not a footfall statistic — it is an invitation. And yet, across much of Europe, up to half of all customers who stop at a site never buy anything in the shop. Each one of them represents a solved problem that was never offered a solution.

The commercial logic

If a single site converts even a fraction of missed interactions — at average spend of three to five euros — the annual revenue impact is transformational. Not incremental. Transformational. Coffee and fresh food carry margins of fifty to eighty percent. More importantly, they carry reasons to return.

The competitive stakes

Supermarkets have moved aggressively into the daily occasion — meal deals, hot counters, ready-to-eat ranges that blur the line between grocer and caterer. The battle is no longer between channels. It is between operators who understand customer missions and those who are still selling categories.

What separates the winners

It will be execution: the speed of service at 7:30 AM when the queue cannot afford to be a queue; the visual clarity that makes the right choice obvious in fifteen seconds; the loyalty mechanic that quietly converts a first visit into a fortieth. Speed, reliability, and relevance — deployed consistently, across every daypart, every day.

Invest in foodservice as a flagship, not a filler. Treat the coffee counter and the fresh food offer as the reason to visit, not the thing you pass on the way to the chiller. Measure conversion from forecourt to store as obsessively as you measure fuel margin.

Christian Warning is the founder and Managing Partner of The Retail Marketeers, a consulting boutique based in Hamburg, Germany. Before establishing The Retail Marketeers, Christian spent 13 years at Shell, where he ultimately directed its billion-pound non-fuel retail operations in the German market. Subsequently, he led the development of the largest convenience store franchise system outside of fuel stations in Germany at Deutsche Bahn. From chairing the Forecourt Tech conference to leading Mobility gastronomy at the ICA Institute of Culinary Art, TRM occupies influential positions in NACS, Opresnik Business School, and the Global Convenience Vision Group (GCVG).

avec at BP — Horgen, Switzerland

SUBMITTED BY CHRISTIAN WARNING

🇨🇭 SWITZERLAND



Store profile

Operator: Valora (as operator from Volenergy, the owner of the BP brand in Switzerland)

Address: Oberdorfstrasse 50, 8810 Horgen, Schweiz

Type: Foodvenience roadside retailer

Size: 175 m²

Map: 📍 [View on Google Maps](#)

1,300

Customers per day

63%

Revenue from Food & Beverages

45%

From Kitchen, Bakery & Coffee

27%

From cold beverages

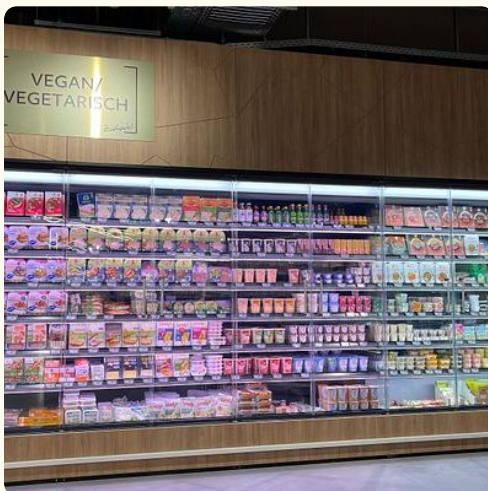
"At our avec store at BP service station Horgen, we serve 1,300 customers per day. Notably, 63% of our net revenue comes from Food & Beverages. Of this, 45% of the net revenue is generated from The Kitchen, Convenience food, Bakery, and Coffee (hot drinks). 27% of net revenue comes from cold beverages (non-alcoholic and alcoholic beverages). This strong performance highlights our effective model for convenience expansion at service stations."

— Roger Vogt, CEO Retail, Valora Group

Zurheide Center im Crown — Düsseldorf, Germany

SUBMITTED BY CHRISTIAN WARNING

 GERMANY



Store profile

Brand: Edeka Zurheide Feine Kost KG

Website: zurheide-feine-kost.de

Edeka: edeka.de

Type: Supermarket (grocerant)

Size: 10,000 m²

Map:  [View on Google Maps](#)

The Zurheide Center im Crown (Düsseldorf) is more than a supermarket; it is a 10,000 m² flagship 'grocerant' (grocery + restaurant) that serves as a benchmark for experiential retail in Europe. Managed by the Zurheide family under the Edeka banner, it bridges the gap between high-end grocery shopping and professional gastronomy.

"In the future, it will increasingly be about offering consumers a staged shopping experience. With the new Zurheide Feine Kost im Crown, we are going one step further. People will not only come to us because they want to shop, but because they want to experience something and be culinarily inspired."

— Heinz Zurheide, on the store's opening in 2018



Frank Beard

Founder & Principal, Konbini Strategy

The future of food isn't fast food

Here's a hypothetical scenario to consider. Let's say you visited my house on a Saturday evening, and I offered to grill up some cheeseburgers out on my back porch. But instead of cooking something on my own, I somehow magically transported a McDonald's double quarter pounder and served that instead. You'd probably be disappointed. It would be a bit compressed and lopsided, looking a bit plain and uninspired. It wouldn't taste awful, but it wouldn't taste great either. It would just seem somehow 'less than' whatever you believe a good cheeseburger to be.

Conversely, let's say I somehow instead teleported a double smashburger from a cheap street food vendor out of Tokyo or Singapore, or one from a food hall in Berlin. If I served that on your plate, I'm guessing you'd think I'm a pretty competent chef. You might even want to come back again and spend some time at my place.

I mention this because over the past several years, I've heard endless chatter about how America's convenience retailers need to outcompete the quick-service restaurants. Fuel may remain the keystone category of the business, but folks rightfully see foodservice as a key growth category and a path towards differentiation. And that's why it stings when, according to NACS data, nearly a third of customers report leaving to make a second stop at a QSR.

The logical response would be to sell something better than the QSRs so that's not even an option. But when solutions are proposed, I'm struck by how many of them sound like recreating fast food only without the world-class marketing budgets that brute-force their food into relevance and awareness. And I worry that if this industry goes down that route, they're going to inadvertently recreate the very thing they've spent decades distancing themselves from: the perception of fuel station food.

→ The problem with fast food as a model

America's fast food restaurants sell mediocre food. The fast food industry has repositioned its food from being a fun treat into being a low-quality product aimed at a person who's struggling financially. Why would we as an industry aspire to copy that?

→ The street food alternative

America's cities never developed the vibrant street food scenes that exist in other parts of the world. Street food is the antithesis to fast food — still affordable, but better. At their best, convenience stores are the closest thing America has to proper street food.

→ The path forward

Stop looking for inspiration from a fast food industry that's been disappointing customers for decades. Look at the rest of the world. Visit food halls, travel overseas, buy food from street vendors. Visit pockets of excellence like Northern Ireland's convenience stores. Spend time in Japan eating at literally any of their convenience stores.

There's never been any reason why convenience stores can't be genuinely good. Everyone eats three times a day, and that means thousands of sales opportunities. But the path forward will not come from replicating America's mediocre quick-service restaurants. Whatever the answer is, it's going to come from bold retailers who see the opportunity to do something better.

Natural Lawson — Shibuya, Tokyo, Japan

SUBMITTED BY FRANK BEARD

🇯🇵 JAPAN



Store profile

Brand: Lawson

Website: natural.lawson.co.jp

Type: Convenience store

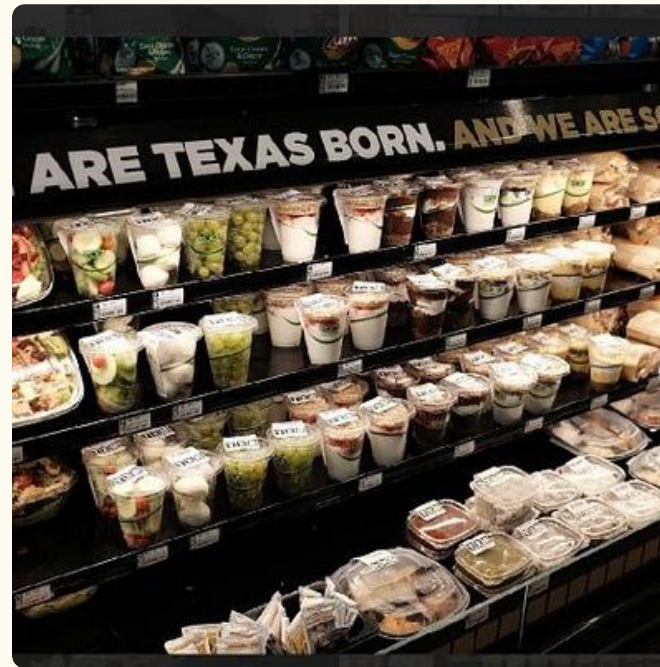
Map: 📍 [View on Google Maps](#)

Natural Lawson is a health-focused sub-brand of Japan's Lawson convenience store chain, offering a curated range of natural, organic and lower-calorie products alongside the freshly prepared food that defines Japanese convenience retail. Located in Shibuya — one of Tokyo's most vibrant districts — this store exemplifies the standard of quality, presentation and innovation that makes Japan's convenience sector the global benchmark for retail foodservice. As Frank Beard notes in his editorial, spending time in Japan eating at literally any convenience store reveals what is possible when a culture takes food quality seriously at every price point and format.

TXB — Bee Cave, Texas, USA

SUBMITTED BY FRANK BEARD

 USA



Store profile

Brand: TXB (Texas Born)

Website: txbstores.com

Type: Convenience store

Map:  [View on Google Maps](#)

TXB (Texas Born) is one of America's most celebrated convenience retailers, widely cited as a benchmark for what the channel can achieve when it commits to genuine food quality. As Frank Beard highlights in his editorial, TXB in Austin sells breakfast tacos that you're proud to eat — a simple but powerful statement about the standard of food that convenience retail can and should aspire to. Located in Bee Cave, Texas, this store represents the antithesis of the mediocre fast food model: fresh, locally inspired, and genuinely good food delivered at convenience speed.

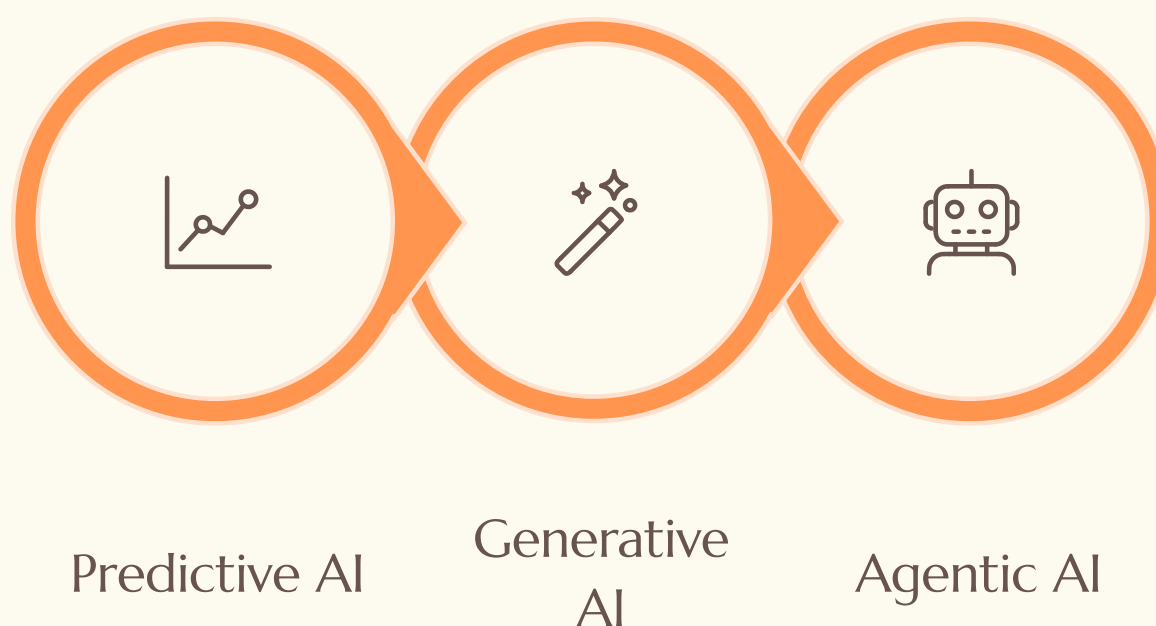


Professor Sabine Benoit

Academic & retail foodservice researcher

The disruption is here: why AI is relevant for foodservice operators

The foodservice landscape is undergoing its most profound transformation in decades. Artificial intelligence is not coming to your sector, it is already here, reshaping how customers discover where to eat, what to order, and how they complete that transaction. For foodservice operators, the question is no longer whether to engage with AI. It is when, and whether they will lead or follow.



Predictive AI has been around for a long time and has been very useful for many providers to forecast demand, flag underperforming dishes, optimise ordering, or for staffing. Generative AI will make many tasks easier, such as generating photos of dishes, creating text descriptions, and brainstorming new recipes. But the third wave is also doing something more disruptive than streamlining your back office. It is changing where your next customer comes from.

The discovery shift

Fifty-eight percent of consumers now say generative AI has replaced search engines as their primary source for product recommendations (Capgemini 2025). The CEO of restaurant tech company Chowly reported that AI chatbot referrals to his restaurant clients' websites jumped from 0.3% in 2024 to 2.5% in 2025, predicting AI will become the second largest referral source for restaurants after Google this year.

From SEO to GEO

For two decades, Search Engine Optimisation (SEO) determined which outlets appeared when customers searched online. Alongside SEO, a new discipline is emerging: Generative Engine Optimisation, or GEO. Where SEO gets you found on Google, GEO gets you found by AI. AI assistants synthesise information from across the web. The operators who appear in recommendations are those whose information AI can find, understand, and trust.

Two actionable GEO principles

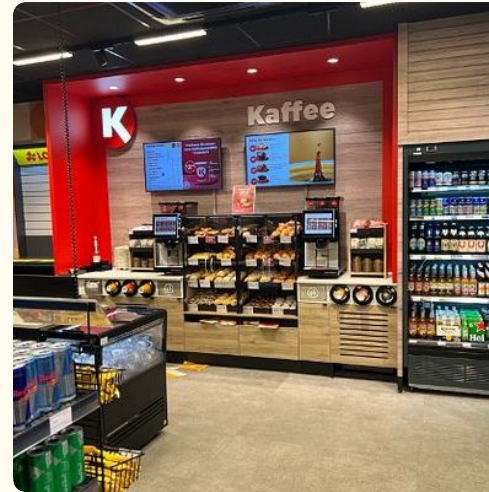
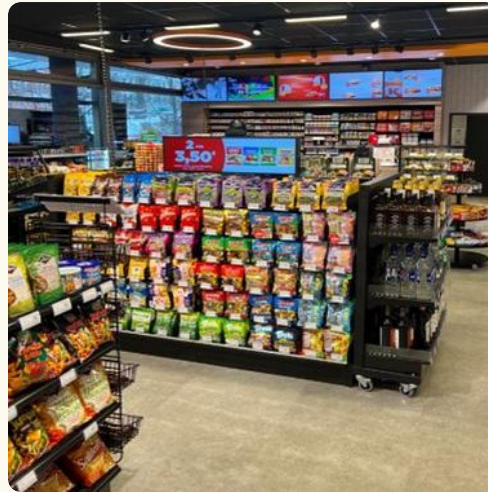
Answer-optimised content: Content that directly answers specific questions, such as 'where to eat gluten-free?' or 'which provider does catering?' is favourably picked up by AI. **Earned media presence:** AI models draw heavily on authoritative, third-party sources such as food media, review platforms, industry publications, and local guides. Being featured in a credible regional food guide is content that AI systems read, learn from, and cite.

Being excellent is not enough. You also have to be findable by the systems increasingly making that first recommendation. Start by asking a simple question: when someone asks an AI assistant for a recommendation in your category, do you appear?

Circle K — Germany

SUBMITTED BY PROFESSOR SABINE BENOIT

 GERMANY



Store Details

Address: Prenzlauer Allee,
Berlin, Germany

Website: [circlek.com](https://www.circlek.com)

Brand: Circle K

Type: Roadside retail

Size: 180 m²

Map:  [View on Google Maps](#)

This Circle K roadside retail store at a Total station in Berlin stands as providing a superb customer experience through an upscale ambience, assortments adapted to today's standards, reasonable pricing and modern technology. The ambience signalled that this is a food outlet that happens to be located at a petrol station. The store was extremely well maintained, no shelf gaps, and multiple facings made shelves look orderly and less visually noisy. Selected retail media screens gave the store look modern.

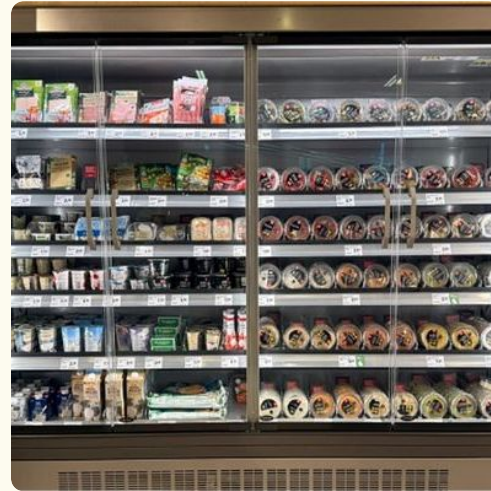
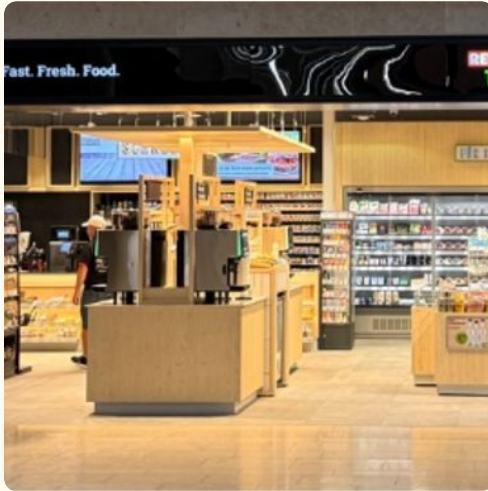
Every little detail invited customers to purchase food and have a quick rest. The self-service coffee stations combined efficiency with and fresh offer looked like bakery. The counter with bar stools and outlets along the window allowed for a short recharge for customers and their devices.

And prices were very reasonable: Espresso for 1.50 Euro, Café Crema for 2.30 Euro and Cappuccino for 2.90 Euro, 2 Red Bull for 3.50 Euro and two bags of Haribo for 3.50 Euro. A great store, well done.

Rewe to Go — Germany

SUBMITTED BY PROFESSOR SABINE BENOIT

 GERMANY



Store Details

Address: Frankfurt Airport, Terminal 3, Germany

Website: [rewe.de](https://www.rewe.de)

Brand: Rewe to Go

Type: Travel retail

Size: 140 m²

Map:  [View on Google Maps](#)

The new Rewe To Go has a premium location right in the middle of the arrivals floor of the brand-new Terminal 3 at Frankfurt Airport. Despite only a few passengers retail was ready to welcome them. The Rewe To Go store has two huge openings to the side right in the passenger walkway. Generally lots of wood and green makes it look like a place where healthy food is readily available. Behind the right opening in the middle was a huge coffee isle with bakery products in self-service positioned just behind on the other side behind the opening was the to go assortment. The store slightly above supermarket price level, which feels okay for an Airport, had all you need to go home and have a German type dinner, bread rolls, cheese, cold cuts and much more. And finally self-service cashiers have made it to Germany. This is just so much more efficient.

Appealing retail media screens made the store look modern and lively. A great store.

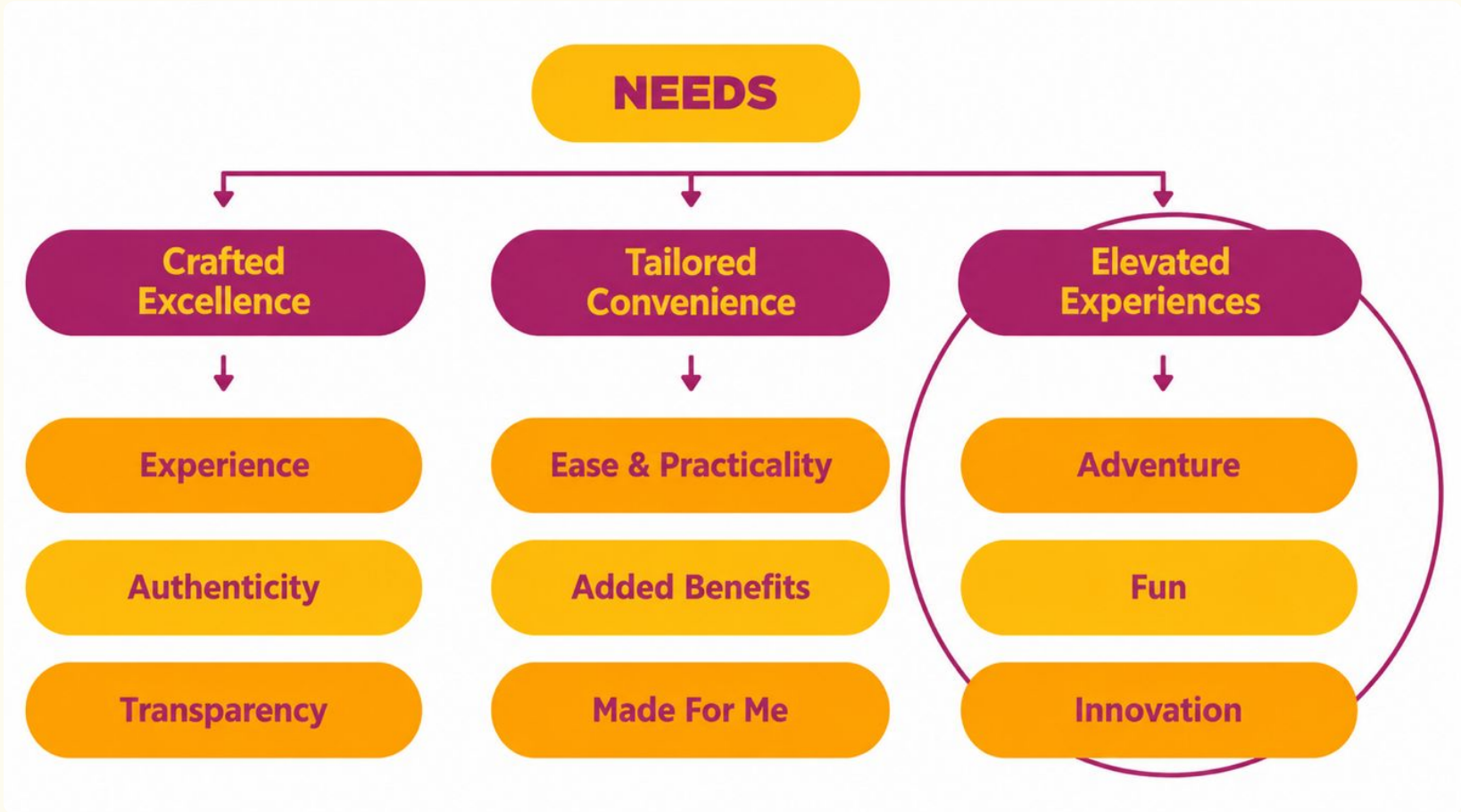


Dev Dhillon
Founder, The Convenient Cube

Coffee & premium beverages: a blueprint for success in retail

Coffee has long been one of the great engines of growth in retail. It drives footfall, increases dwell time, lifts basket spend and, perhaps most importantly, creates habit. In many markets, the first retail decision a customer makes each morning is no longer where to buy fuel or groceries, but where to buy their coffee. That shift has fundamentally changed the economics of the sector.

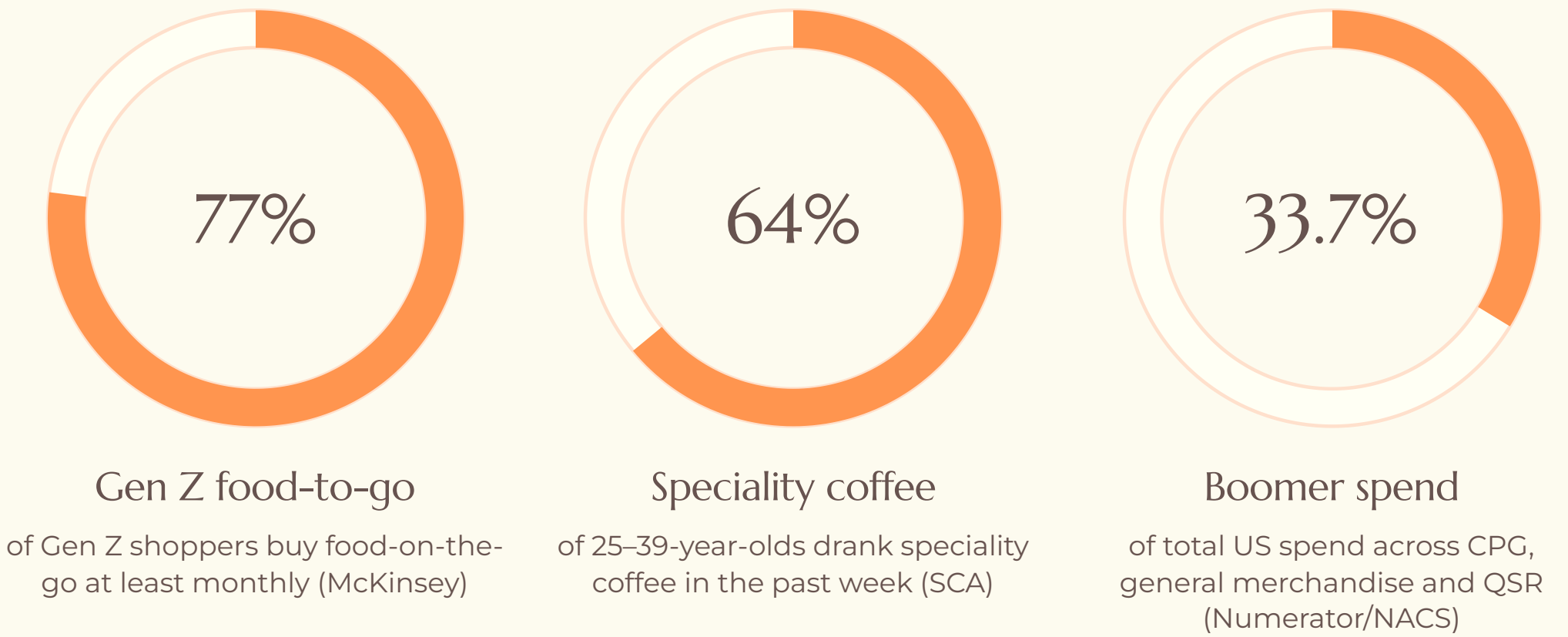
Over the past decade, technology has transformed the category. Advances in automated coffee systems have dramatically premiumised the offer without breaking the lean labour model that convenience retail depends upon. Bean-to-cup machines now deliver consistency and quality that would once have required trained baristas and dedicated café space. This is why coffee has become strategically important. It is no longer simply a profitable category. It is a signal to consumers about the overall quality of a store.



Tailored convenience	Elevated experiences	Crafted excellence
The established territory of RTD and vended beverages. Speed, reliability and consistency. The category remains hugely important and continues to drive enormous volume globally.	The most exciting opportunity. Convenience retail can create discovery, fun and innovation without sacrificing speed or accessibility. In Japan, FamilyMart and Lawson continuously rotate seasonal beverage innovation and limited-edition formats to drive repeat visitation.	Labour, theatre and specialist equipment create genuine coffee-shop experiences. Only a narrow range of environments can justify this model — high-footfall urban hubs, flagship forecourts or travel locations.

A generational shift

Gen Z, and increasingly Gen Alpha, are entering the coffee category through iced beverages, and many are staying there. Starbucks has publicly stated that around 75% of its beverage sales are now iced. For younger consumers, drinks are no longer purely functional. They are experiential, expressive and often social. The retailers winning in this environment are thinking less about 'coffee programmes' and more about 'need states.'



The real discipline is not building three separate offers for three age cohorts. It is building one broad foodservice proposition that understands different life stages and lets different shoppers find themselves inside it.

Fresh the Good Food Market — Grand Canal Square, Dublin

SUBMITTED BY DEV DHILLON

 IRELAND



Store profile

Website: freshthegoodfoodmarket.ie

Type: Supermarket

Size: 950 m²

Map:  [Google Maps](#)

This store stands as one of the most compelling examples of what convenience foodservice can achieve. This Dublin store blends artisan standards, genuine culinary innovation and urban sophistication. Freshly prepared meals, specialist ingredients and a café-quality coffee offer, are all delivered at convenience speed.

"Fresh is great, it just is, a bit of a deli come minimarket which also serves hot food, a bit upmarket and that's a good thing as the produce on sale is interesting, fresh, continental and reasonably priced. The Taco Chips are amazing and worth a visit to try out alone, there is seating outside to munch them. The fresh fruits, breads, cakes and salad bar are all high quality with a diverse selection available. I like Fresh as I said before, it's great!"

— Customer Review

David's Kitchen — Falkirk, Scotland

SUBMITTED BY DEV DHILLON

🇬🇧 SCOTLAND



Store profile

Website: davids-kitchen.co.uk

Brand: David's Kitchen & SPAR

Type: Convenience retail

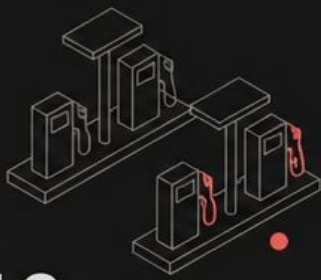
Size: 250 m²

Map: 📍 [View on Google Maps](#)

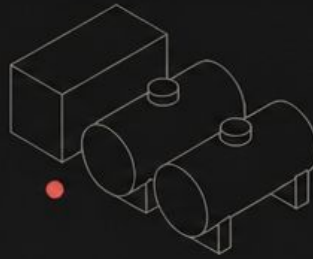
David's Kitchen is a multi-award-winning convenience retailer with a strong reputation for fresh food to go, quality ready meals, and stores that put food at the heart of everything in the communities served. The Falkirk store is one of four stores supplying freshly prepared food and everyday essentials. Local suppliers are supported where possible. Whether it is breakfast on the go, lunch made fresh in store, or something good to take home for later, David's Kitchen food is never a compromise.

RATIONAL markets store submissions

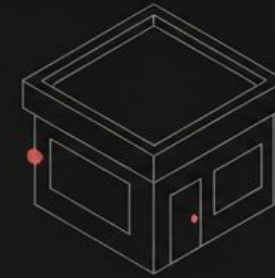
Six outstanding retail foodservice operations from across the globe — each powered by RATIONAL equipment — demonstrating the breadth and depth of what is possible when technology meets culinary ambition in a retail setting.



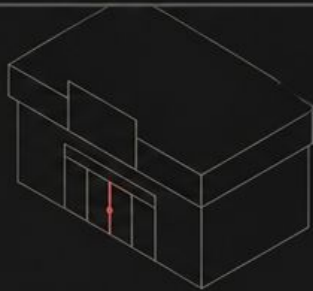
N1 Gas Stations
(Iceland)



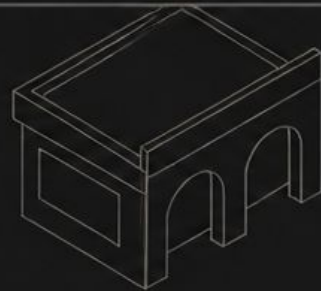
Esso PC Tank
(Luxembourg)



Milestone Rathfriland
(N. Ireland)



POLOmarket
(Poland)



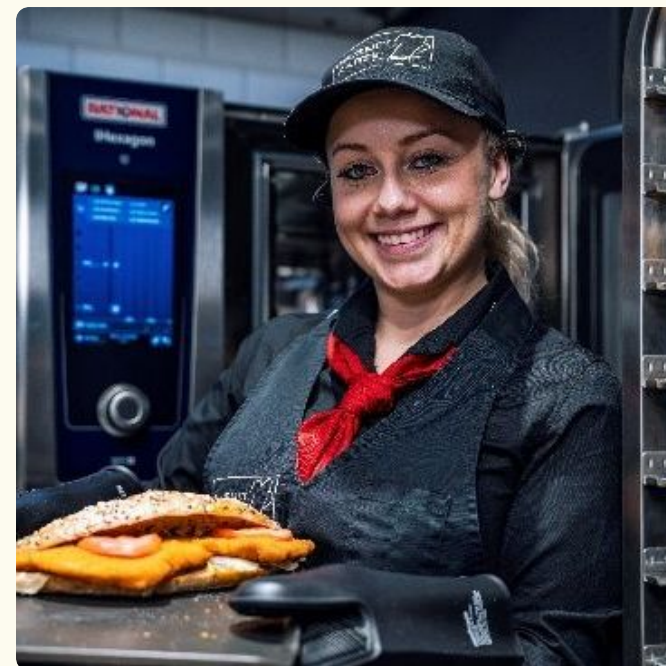
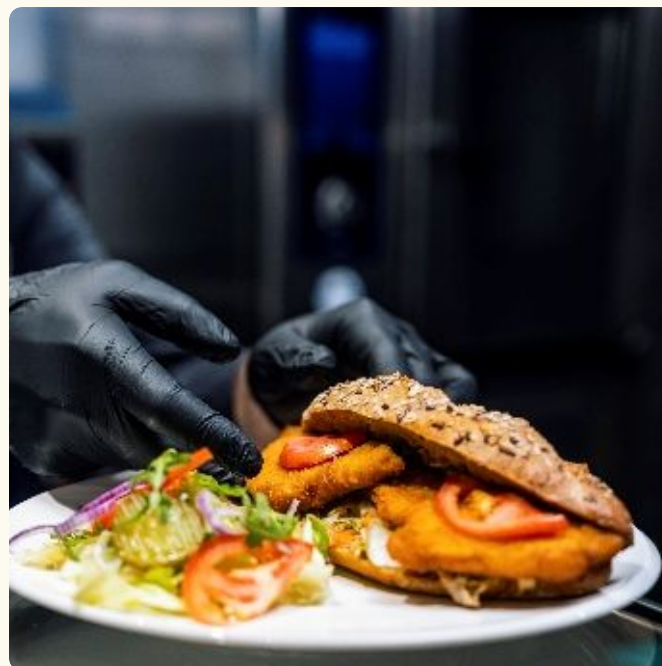
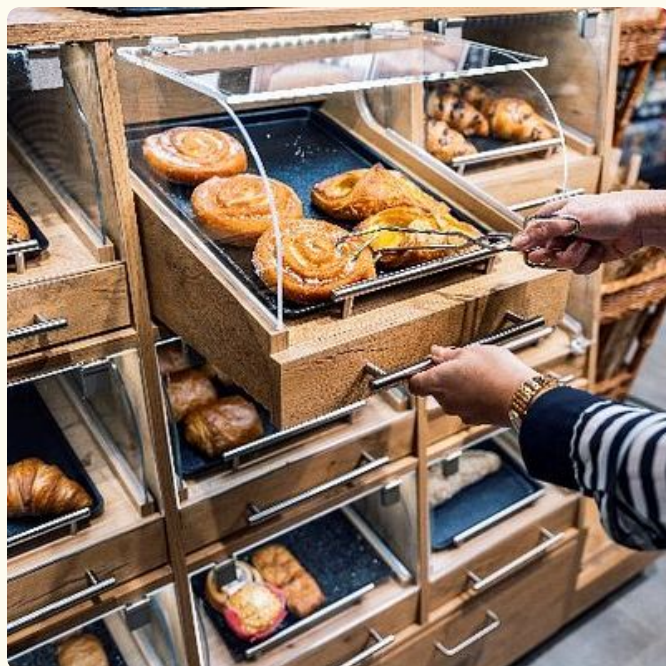
Supermercados Plaza
(Spain)



YPF Full
(Argentina)

Esso PC Tank — Differdingen, Luxembourg

 LUXEMBOURG



Equipment profile

RATIONAL Equipment:

- 2 × iCombi Pro 6-1/1
- 1 × iHexagon (reference focus)

Size: 300-400 m²

Website: esso.lu

Map:  [View on Google Maps](#)

"The iHexagon has become an indispensable part of the petrol station. Our working day has become easier, customers can be served more quickly, and the quality of the food has improved significantly!"



Faster service

Customers can be served more quickly, reducing wait times and improving throughput at peak periods



Improved quality

The quality of the food has improved significantly since the introduction of the iHexagon



Indispensable

The iHexagon has become an indispensable part of the petrol station's daily operations

Milestone Rathfriland — Northern Ireland

 NORTHERN IRELAND



Store profile

Type: Supermarket with fuel station, bakery and deli

Size: 1,500 m²

Address: 66/83 Newry Street, Rathfriland, BT34 5PZ

Website: milestonerathfriland.com

Map:  [View on Google Maps](#)

"We wouldn't be able to cope with the quantities without our RATIONAL ovens."

Milestone Rathfriland represents the gold standard of Northern Irish convenience retail — a supermarket, fuel station, bakery and deli combined into a single destination that serves its community across every daypart. RATIONAL ovens are central to the operation's ability to deliver the volumes required to meet customer demand consistently and at quality.

POLOmarket — Poland

 POLAND



Company profile

Company: Polskie Supermarkety Sp. z o.o.

Address: Giebnia 20, 88-170 Pakość

Website: polomarket.pl

Map:  [View on Google Maps](#)

Type: Supermarket

Number of stores: 250

Flagship store size: 800–900 m²

Older stores: 250–350 m²

POLOmarket is a Polish supermarket chain focused on everyday shopping and fresh food offerings. The company is increasingly expanding its in-store prepared products, including freshly roasted meats and chicken drumsticks, to differentiate itself from supermarket and discounter competitors.

The objective

The cooperation between POLOmarket & RATIONAL was based on the objective to introduce new food products and to assess the impact of expanding the in-store roasted meat offering on overall store revenue.

The differentiation strategy

Freshly roasted meats and chicken drumsticks prepared in-store create a compelling point of difference against supermarket and discounter competitors who cannot match the freshness and theatre of on-site preparation.

Supermercados Plaza — Madrid, Spain



Company profile

Company: PLAZA RETAIL S.L.U.

Website: supermercadosplaza.es

Map: [View on Google Maps](#)

Type: Supermarket

Size: 1,300 m²

Locations: 12 supermarkets in Madrid

Plaza Supermarkets evoke traditional markets, with specialised sections such as a fruit and vegetable shop, butcher shop, fish market, poultry shop, delicatessen, cheese shop, bakery, and sushi bar. All spaces have been designed to prioritise transparency, visibility, and ease of shopping.

5 distinct areas using RATIONAL equipment

O1

Bakery & pastry shop

iCombi Pro Combi-Duo 101/61

O2

Cafeteria

iCombi Pro XS

O3

Fishmonger

iCombi Pro XS

O4

Butcher shop

iCombi Pro 101

O5

Poultry & food to go

iCombi Pro 101

YPF Full — Bueno Aires, Argentina

 ARGENTINA



Store profile

Brand: Full, Convenience Store

Website: full.ypf.com

Map:  [Google Maps](#)

Size: 120–180 m²

At YPF Full, the sale of prepared foods is extremely important as a complement to the fuel business. To meet their customers' needs, they offer an excellent variety of prepared meals, sandwiches, and snacks — all ready in just a few minutes.

Variety

An excellent range of prepared meals, sandwiches, and snacks to meet every customer need

Quality

Consistent, high-quality preparation that complements and elevates the fuel retail offer

Speed

All items ready in just a few minutes — meeting the time-pressured needs of forecourt customers

N1 Fuel Stations — Iceland

 ICELAND



Company profile

Company: N1 ehf., Dalvegur 10-14, 201 Kópavogur, Iceland

Website: n1.is

Map:  [View on Google Maps](#)

Locations: ~159 across Iceland

Average Store Size: >150 m²

Employees: 530

RATIONAL Equipment: iCombi Pro

N1 is a leading Icelandic roadside retail and service company that offers fuel, supplies, refreshments, and recreational services through a dynamic distribution system, targeted product range, and exceptional service.

N1's services include fuel distribution, a variety of refreshments, and a range of products for vehicles and businesses. They also offer tyre and lubrication services, as well as vehicle repairs throughout the country.

Perfect baking results

Even baking results every time and in every location — the primary reason for choosing the iCombi Pro for high volume bake-off.

Easy operation

Suitable for employees of all skill levels, enabling consistent quality across all 159 locations without specialist training.

Automatic cleaning

Hygiene is extremely important in an open kitchen in front of customers. The automatic cleaning of the iCombi Pro guarantees operational safety at the click of a button.



Nicolas Makowski

Senior Vice President,
RATIONAL AG

Afterword

Retail foodservice is no longer an emerging opportunity. It has become one of the defining focus areas for growth, relevance and customer loyalty across convenience retail, supermarkets, roadside locations and other retailers.

Throughout this report, we have seen examples from every corner of the world. Different cultures, different formats, different store sizes and different customer missions — yet a common theme runs through all of them. The most successful operators have recognized that food is no longer an adjunct to retail – it has become a differentiating factor. Increasingly, it is the reason customers choose to visit.

What stands out is that excellence is not confined to one store format. A premium supermarket in Japan, a convenience store in Northern Ireland, a forecourt in Switzerland, an airport retail store in Germany, or a food-focused urban market can all deliver outstanding customer experiences when quality, consistency and operational discipline come together.

Great ideas only become successful businesses when they can be executed consistently. That is why technology has become such a critical enabler of modern retail foodservice. The world's leading operators are combining culinary ambition with intelligent systems that allow teams to produce exceptional results regardless of store size, location or staffing model. RATIONAL stands ready always to partner with customers worldwide, offering expertise, culinary experience, and a network of over 1,000 chefs to realize the best possible foodservice concept for every customer.

We hope the stores, perspectives and case studies contained in this report provide inspiration, practical ideas and confidence for the readers' own foodservice journey.

The future of retail foodservice is already being built. The examples in these pages show that it is a future worth investing in.



About the authors

The five contributors to this report bring together decades of combined expertise across retail foodservice, convenience, academic research, and beverage innovation — spanning Europe, North America, Asia and beyond.



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