

Linearis

SWISS FOODSERVICE REPORT · OCTOBER 2026

Restaurants

37% / 44%

Staff costs as a share of sales: restaurant groups against the independent restaurant[1,2]

CHF 1.1 m

Turnover above which more than half of restaurants give the owner a satisfactory income[2]

+56%

Sales per outlet of dieci, a pizzeria chain that added delivery[1]

59% / 48%

Venues still open after five years in Zurich: opened by groups against the independents[3]

01
Seven points **of staff costs**

Restaurants as a whole category, which does not include take-away and fast food, lost around 3% of their outlets since 2018, moving from 15,655 to 15,219 in 2024.[4] The profitability of the outlet is linked to a careful management of costs, especially staff, which takes more than 50% of the revenues, including the owner's salary. In an average restaurant, after financing, depreciation, taxes and a market salary for the owner, the result is a profit margin of about -5.6%, and only beyond CHF 1.1 million of turnover the results are satisfactory for above 50% of the restaurants (Table 1).[2]

TABLE 1 **Restaurants: cost structure and profitability, 2024**

Cost structure, % of revenue		Owner earns a satisfactory income	
Staff, including the owner's salary	51.4%	Turnover below CHF 550,000	about 4 in 10
Goods	26.2%	CHF 550,000 – 1.1 million	about 5 in 10
Other operating costs (rent, energy, maintenance)	26.2%	Above CHF 1.1 million	55%
Financing, depreciation and taxes	1.8%	Fully profitable restaurants*	44.9%
Profit margin	**-5.6%**	**Turnover per seat and year**	**CHF 13,747**

Restaurants without hotels. *After paying the owner a market salary and interest on own capital. Source: GastroSuisse Branchenspiegel 2026 (data 2024), as reported by Promptus.

Differentiation alone is often not enough, and top-rated restaurants, even with higher prices, often rely on the hotels that host them to cover their costs.[5] In general, the optimization of functions and economies of scale are what allow the sector to be profitable, as chains do by centralising purchasing, recipes, training and some parts of management, which lowers the costs while each restaurant keeps its own kitchen and its own character. “Standardise in the background, where guests do not notice it, and design individually what guests feel,” said Rudi Bindella, whose group runs more than forty restaurants.[6] Bindella and Wiesner, with Nooch and Negishi, sell about CHF 3.7 and 3.1 million per outlet, against about 1 million for an independent restaurant, making about CHF 164,000 per FTE, about 17% more than an independent restaurant (about CHF 140,000) (Table 2).[1,2]

TABLE 2 **Restaurant groups and the independent restaurant, 2023**

	Sales per outlet, CHF m	Sales per FTE, CHF k	Staff costs, % of sales
Bindella	3.7	164	about 37%
Wiesner (Nooch, Negishi)	3.1	163	about 37%
Independent restaurant	about 1.0	about 140	43.7%

Staff costs at CHF 61,000 per FTE (BFS). Independent restaurant: GastroSuisse Branchenspiegel 2026; sales = turnover per operating day × operating days (3,857 × 258); staff 43.7% of sales, about 7.1 FTE (estimate). Sources: foodservice, Top 42, 2023; Promptus, 2026.

An independent restaurant spends about 44% of its sales on staff, a group about 37%, and these seven points are more than the average loss of a restaurant, 5.6% of sales.[7] Venues opened by groups also have a higher success rate, and in Zurich 59% of those opened between 2014 and 2020 were still in business five years later, against 48% of those opened by independents.[3]

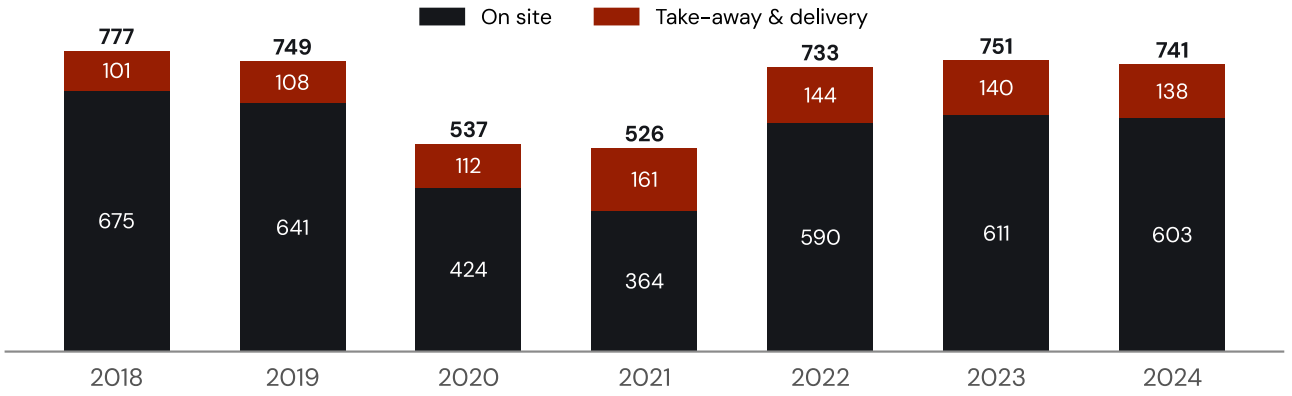
1 foodservice (dfv Mediengruppe), Top 42 Gastro-Unternehmen Schweiz 2023, Jahrbuch Ausser-Haus-Markt 2023/24 (via HORIZONT Schweiz, 21 October 2024); some values estimated by the publisher; ratios calculated.
2 Promptus, Branchenkennzahlen Gastronomie Schweiz: Wo dein Betrieb wirklich steht (data: GastroSuisse Branchenspiegel 2026, year 2024), 6 August 2026.
3 City of Zurich, Stadtpolizei, Gastwirtschaftsbetriebe der Stadt Zürich (open data), January 2026; Linearis analysis of the venues opened 2014–2020, all formats.
4 BFS, Statistics on enterprise structure (STATENT), NOGA 561001, 2018–2024 (restaurants 15,655 → 15,219); split between restaurants, cafés and fast food estimated with OpenStreetMap shares.
5 Blick, Immer mehr GaultMillau-Köche stellen ihren Herd ab: Was ist bei den Spitzenrestaurants los?, 31 October 2025 (B. Imhof, GastroSuisse; U. Pfäffli, GastroZürich).
6 GastroJournal (C. Bürgi), Konzepte an die Kette legen, 12 April 2017 (R. Bindella).
7 Estimate: staff costs 43.7% of sales for the independent restaurant (GastroSuisse, 2026) and about 37% for Bindella and Wiesner (Top 42, 2023, at CHF 61,000 per FTE, BFS); average profit margin -5.6% after all costs (GastroSuisse, 2026). The two bases differ in how they count the owner's salary.

02
Sales beyond the seats: **take-away and delivery**

Beyond cost control, the result of a restaurant depends on the use of its kitchen. Sales are limited by seating capacity and by the hours of demand, while staff and equipment costs run over the whole opening day, including the hours between the lunch and dinner peaks.

This capacity can be extended by increasing table turnover, as in fast-casual formats; by sharing preparation among several outlets, spreading the cost of the kitchen over a larger network with common recipes and centralized production of some items; or by adding consumption occasions with take-away and delivery, a way of consuming which grew by 53% between 2018 and 2024 for restaurants, cafés and fast food, which translates into about 37% more take-away sales per outlet at 2024 prices, from CHF 101,000 to 138,000 (Figure 1).[8] Restaurants follow the same trend, and among the members of GastroSuisse, mostly restaurants with table service, the share offering take-away tripled, from 3.5% before the lockdowns to 11% in 2022 (Figure 2).[9]

FIGURE 1 **Turnover per outlet of restaurants, cafés and fast food, CHF thousand at 2024 prices**



On site and take-away and delivery, VAT turnover per outlet; food to go pays 2.6% VAT, against 8.1% on site.

FIGURE 2 **Restaurants offering take-away and delivery, share of GastroSuisse members**



GastroSuisse member survey, interim result, 2022; no more recent figure published. In 2026, about 10% of the restaurants in the ten largest cities are marked with take-away in OpenStreetMap (411 of 3,967).

Workplace canteens, the direct competitors of restaurants at lunch, are losing ground, as their share of meals and drinks consumed out of home fell from 16% to 11% between 2018 and 2024, and on Fridays lunches in staff restaurants fell by about a third after Covid.[10]

8 ESTV, VAT statistics, 2018–2024 (on site: normal rate, 8.1%; take-away and delivery: reduced rate, 2.6%); BFS STATENT (outlets) and consumer price index (2024 prices).
9 Gastrofacts (B. Kälin), Take-away: Aus der Restaurant-Notlösung wird permanentes Angebot, 27 April 2022 (GastroSuisse member survey, interim result; delivery 1.7% before the lockdowns, 3.4% in 2022). OpenStreetMap, July 2026: 411 of 3,967 restaurants in the ten largest cities marked with take-away.
10 SRF News, Kantinen verlieren Marktanteile – und setzen auf «Ultrafrische», 9 June 2026.

03

How restaurant groups grow: **take-away, delivery and fast casual**

Among restaurant groups, those that also offer take-away and delivery have grown their sales per outlet: between 2019 and 2023 dieci, a pizzeria chain with delivery, opened eight more outlets and raised its sales per outlet by 56%; Wiesner, with Nooch and Negishi, which also offer take-away, reduced its network of outlets from 36 to 31 and raised its sales per outlet by 74% (Table 3).[1]

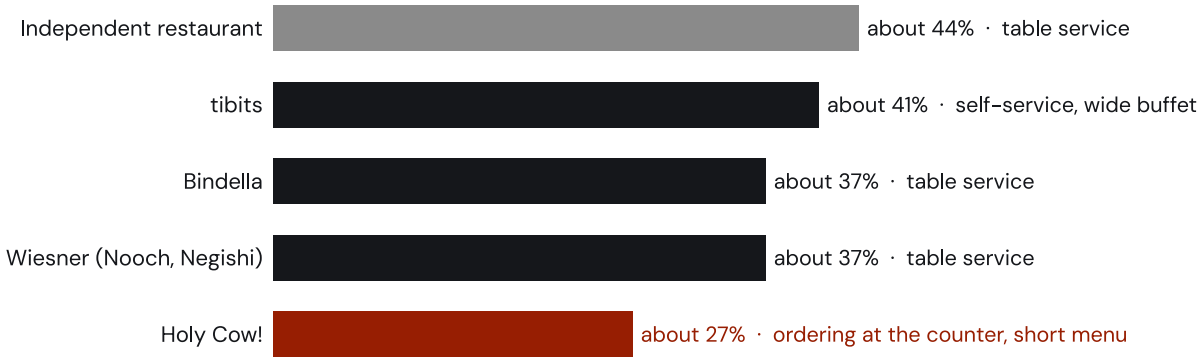
TABLE 3 **How restaurant and fast-casual groups grew, 2019–2023**

Group	Outlets 2019 → 2023	Sales per outlet, change	Total sales, change
dieci (pizzeria, delivery)	46 → 54	+56%	+83%
Wiesner (Nooch, Negishi)	36 → 31	+74%	+50%
tibits (vegetarian self-service)	14 → 12	+12%	-4%
Holy Cow! (burgers, counter)	12 → 16	0%	+33%
Capomondo (Luigia, pizzeria)	7 → 12	-28%	+23%
Burgermeister (burgers)	5 → 18	-14%	+210%

Current francs; total sales calculated from outlets and sales per outlet. Source: foodservice, Top 42 Switzerland, 2023 (some values estimated by the publisher).

Fast-casual concepts, with ordering at the counter, take-away and no or limited table service, are among the restaurant groups that open more outlets: between 2019 and 2023 Burgermeister went from 5 to 18 and Holy Cow! from 12 to 16 (Table 3).[1] The model also weighs less on staff, which takes about 27% of sales at Holy Cow!, against about 37% at Bindella, with table service, and about 44% in an independent restaurant (Figure 3).[1,2]

FIGURE 3 **Staff costs by service model, % of sales**



Groups: estimate, CHF 61,000 per FTE on the sales per FTE published for 2023. Independent restaurant: GastroSuisse Branchenspiegel 2026 (data 2024). Sources: foodservice, Top 42, 2023; Promptus, 2026.

Self-service alone does not lower the weight of staff: tibits sells more per outlet than Bindella, about CHF 5.7 million against 3.7, but with about 38 FTE per outlet against about 23, as the work moves from the table to a wide buffet, and staff takes about 41% of sales. Holy Cow!, with ordering at the counter and a short menu, sells about 2.5 million with about 11 FTE (estimate).[1]

We are a Swiss-based strategy practice **working with consumer, retail and hospitality companies.**



Whether you are developing a new format and need to define the target customer and evaluate its profitability, expanding into a new set of locations, testing a new concept or entering a new market, or have a portfolio that has become too complex without improving performance, we can help.

We also work selectively with founder-led and emerging businesses developing their first physical concept, from defining the proposition and offer to assessing the business case and format.

Reach out to discuss

contact@linearis.consulting

+41 (0)21 652 07 52
linearis.consulting
Mont-sur-Lausanne, Switzerland