

Masterrestaurant Margin Leak Analysis 2026: the *restaurant losing money* and how to stop the leak

 By **Diego F. Parra** · Updated 2026-09-09 · Costing & Finance

QUICK VERDICT

A restaurant losing money almost never loses on sales volume: it loses because its cost structure moved and the management P&L never caught it. The headline figure that frames this whole analysis: median wages and benefits in full-service hit 36.5% of sales in 2024, well above the ~33% historical average, according to the National Restaurant Association (2025). That is 3.5 margin points gone without anyone touching a recipe. Add the U.S. cattle herd at its lowest level in 75 years (USDA ERS, 2026), which pushes protein food cost upward, plus an effective card-present rate near 1.79% + US\$0.08 per transaction (The Motley Fool, 2026), and you have three simultaneous leaks working against the same check. Stopping the leak is a sequencing exercise: measure contribution margin per dish first, recalculate break-even against today's real payroll second, and only then touch prices.

· 2026-09-09

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Chicago lost 689 restaurants in the first half of 2024 alone, according to Datassential (2024). None of them closed overnight: they closed after twelve or eighteen months in which cash kept coming in, the dining room looked full on Fridays and the bank account stayed empty, which is precisely the clinical picture of a restaurant losing money without knowing where.

This analysis is a SYNTHESIS of public industry data —National Restaurant Association, U.S. Bureau of Labor Statistics, USDA ERS, Datassential, MoneyGeek, The Motley Fool, One Haus— read with the financial criteria of senior consulting. Diego F. Parra and Masterrestaurant contribute no proprietary sample and no in-house figures here: they contribute the READING, meaning the order in which leaks must be attacked and which one poisons the rest if left for last.

The thesis is uncomfortable for any owner who has grown used to blaming a bad month on the weather: when full-service payroll climbs from 33% to 36.5% of sales (National Restaurant Association, 2025) and protein rises on structural cattle scarcity (USDA ERS, 2026), the business is not having a rough quarter. It is running on a cost structure that no longer matches the menu you designed.

SIDE-BY-SIDE COMPARISON

Side-by-side comparison

	RESTAURANT LOSING MONEY (UNCONTROLLED STRUCTURE)	HEALTHY RANGE READ FROM PUBLIC DATA (MR METHOD)
Wages and benefits · full-service (% of sales)	✗ 36.5% of sales at the 2024 median, against the ~33% historical average (National Restaurant Association, 2025)	✓ 33% or below in full-service; every point above 33 needs +2.8% check or one fewer unproductive shift (NRA 2025 as reference)
Wages and benefits · limited-service (% of sales)	✗ 31.7% of sales at the 2024 median (National Restaurant Association, 2025)	✓ 28-30% in QSR and fast casual, with checks of US\$8-12 and US\$11-16 respectively (One Haus, 2025)
Front-of-house hourly cost	✗ US\$16.23/hour median for waiters including tips and US\$14.92/hour for food service workers (U.S. Bureau of Labor Statistics, May 2024)	✓ Floor hours tied to coverage by daypart, not to fixed headcount; California already mandates 16.50 USD/hour even for tipped staff (State of California / Paychex, 2025)
Payment processing cost	✗ ≈1.79% + US\$0.08 per transaction effective card-present rate, with average Visa/Mastercard interchange at 2.36% (The Motley Fool, 2025 and 2026)	✓ Below 2.0% effective, with average check pushed up to dilute the fixed US\$0.08 on every capture

	RESTAURANT LOSING MONEY (UNCONTROLLED STRUCTURE)	HEALTHY RANGE READ FROM PUBLIC DATA (MR METHOD)
Protein input pressure (food cost)	✗ U.S. cattle herd at its lowest level in 75 years (USDA ERS, 2026), passing the increase straight to the meat section	✓ Food cost per dish at 28-32% as a MAXIMUM, with menu engineering that lowers protein weight in the star items
Insurance and territory risk	✗ 40% liability surcharge above US\$2M in sales and 60% costlier in urban versus rural locations (MoneyGeek, 2025)	✓ Insurance budgeted as fixed OpEx of the chosen territory, never as a surprise quarterly expense
Credit health of the unit	✗ 12%-15% default rate on SBA restaurant loans under normal economic conditions (Crestmont Capital, 2026)	✓ Debt service under 8% of sales, measured against real break-even and not against the good month
First-year survival	✗ 14%-17% first-year closures per government data (U.S. Bureau of Labor Statistics / UC Berkeley)	✓ Opening CapEx amortized over 36 months and a 4-month OpEx cushion before the doors open

Finding 1 — The first leak lives in payroll, and goodwill no longer negotiates it

Start with payroll, because that is where the structure broke first: median wages and benefits at full-service restaurants hit 36.5% of sales in 2024, against 31.7% at limited-service, according to the National Restaurant Association (2025), and that jump of nearly four points over the historical ~33% ate the margin of thousands of operations that never changed a single menu item. The floor gives no relief either: the U.S. Bureau of Labor Statistics (OOH, May 2024) reports a US\$16.23 hourly median for waiters and US\$14.92 for food service workers, while California already requires US\$16.50 an hour even for tipped staff (Paychex, 2025). With those numbers, an owner still scheduling shifts by habit instead of by projected sales per daypart is financing hours that produce no tickets. Fix the schedule before you touch the recipe. Four payroll points on a million dollars of annual sales is forty thousand dollars.

Finding 2 — The first leak lives in payroll, and goodwill no longer negotiates it — in practice

That is the size of the leak. Because a monthly P&L measures a past it can no longer correct, and a restaurant bleeds out in weeks, not quarters. Chicago lost 689 restaurants in the first half of 2024 alone, according to Datassential (2024), and none of those closures appeared overnight. The pattern never varies: twelve or eighteen months of cash coming in, a full dining room on Fridays and a bank balance that refuses to grow, until the loan slips into arrears — SBA loan default rates for restaurants run between 12% and 15% under NORMAL economic conditions, per Crestmont Capital (2026), which tells you plenty about what happens when conditions stop being normal. A P&L closed on the 15th of the following month reports a hemorrhage that has been open for six weeks. The fix is boring and it works: food cost and hours worked measured WEEKLY against real sales, with a written threshold that triggers a decision, not a conversation.

Finding 3 — Protein rose for structural reasons, and your menu is still written for 2019

The U.S. cattle herd sits at its lowest level in 75 years, according to USDA ERS (Cattle & Beef Market Outlook, 2026), and that is not a seasonal spike you correct by waiting it out. It is supply that will take years to rebuild, which means the beef plate you costed at 28% three seasons ago may be running above 32% today, and 32% is the CEILING, not a target. I got this wrong for years by recommending across-the-board price increases: adding a dollar to every line punishes the dish that already earns its margin. What works is surgical reengineering — move the expensive protein to a different portion, switch the cut, or demote it in the menu's visual hierarchy and push the item that performs. In fast casual the check runs US\$11 to US\$16 per person and in casual dining US\$15 to US\$35 (One Haus, 2025): that range is your real ceiling, not your ambition.

Finding 4 — Card fees are the leak nobody audits because they never hurt all at once

Pull your processor statement this month, because one to two points of margin hide there in plain sight. The average effective in-person processing rate in the United States runs about 1.79% plus US\$0.08 per transaction, and the combined Visa and Mastercard interchange rate averaged 2.36% in 2025, according to The Motley Fool (2025 and 2026). On a million dollars of annual sales, the gap between paying 1.79% and paying 2.9% —which is what more than one flat-rate aggregator charges anyone who does not negotiate— is eleven thousand dollars that leave without an invoice, without an argument and without anyone spotting them in the P&L, buried under «bank charges». In a QSR with a US\$8 to US\$12 check per person (One Haus, 2025), those eight fixed cents per transaction weigh proportionally twice what they do in fine dining. Ask for the interchange breakdown, not the average.

Finding 5 — Insurance, rent and territory: the costs you don't control but can still choose

An urban restaurant pays up to 60% more for insurance than a rural one, and crossing two million dollars in sales pushes liability coverage 40% higher than at smaller operations, according to MoneyGeek (2025). Growing carries a toll almost nobody models when signing the second lease: you project the new location's sales and forget that your consolidated policy changes category. Here is the tension worth resolving head-on. Growth dilutes fixed administrative costs, and at the same time it makes risk costs more expensive by scale and location; the bridge between those two truths is ORDER. First you stabilize the contribution margin of the store already running, then you sign the second contract. An owner carrying payroll at 36.5% (National Restaurant Association, 2025) who opens another location does not double profit: he doubles the problem, with a pricier policy on top. Attack in this order: hours, then fees, then the menu, and rent or debt last.

Finding 6 — The order of attack matters more than the list of leaks

Diego F. Parra and Masterrestaurant contribute no proprietary sample and no in-house figures here —every number in this analysis comes from the National Restaurant Association, the Bureau of Labor Statistics, USDA ERS, Datassential, MoneyGeek, One Haus and The Motley Fool—; what we contribute is the READING of what sequence to work in. Payroll comes first because it is the only leak you correct this very week with a rewritten schedule, and because four points over the historical benchmark (36.5% against ~33%, National Restaurant Association, 2025) is the widest gap of them all. Fees come second because one phone call settles them. The menu comes third because it takes thirty days of data. And rent comes last, because it poisons everything else if you try renegotiating while your P&L still looks bad. Between 14% and 17% of restaurants close within their first year, according to government data from the Bureau of Labor Statistics compiled by UC Berkeley, and that percentage does not describe businesses without customers: it describes businesses with customers and no margin.

Finding 7 — What would happen if you changed nothing for another twelve months?

Follow the thread to the end. Months one through six, payroll at 36.5% (National Restaurant Association, 2025) gets financed with working capital, meaning you stretch your suppliers.

Months seven through twelve, the supplier cuts your credit line and you buy cash and dearer, with protein pushed up by the lowest cattle herd in 75 years (USDA ERS, 2026). Month thirteen, the SBA payment slips and you enter that 12% to 15% default band (Crestmont Capital, 2026). The dining room never emptied. The cash drawer did. Open the processor statement and last week's labor hours report, in that order, today. SOURCES SYNTHESIZED (six, all public and verifiable): National Restaurant Association (2025) for median labor costs in full-service and limited-service; U.S. Bureau of Labor Statistics (OOH, May 2024) for median hourly pay of waiters and food service workers; USDA ERS (2026) for the state of the U.S.

Finding 8 — Sources and scope: what was synthesized and what was not

cattle herd; The Motley Fool (2025 and 2026) for effective processing and interchange rates; MoneyGeek (2025) for insurance surcharges by size and territory; One Haus (2025) for average check ranges by format. Datassential (2024) for Chicago closures and Crestmont Capital (2026) for SBA loan defaults were added. SELECTION CRITERIA: only sources publishing the figure with an identifiable organization and year, breaking it down by segment or format, and reproducible by anyone opening the original publication made the cut. Aggregates without visible methodology and vendor surveys with a commercial stake in the result were discarded. The window runs 2024-2026, weighted toward 2024-2025 because those are the latest closes published with service-type granularity. HOW THEY WERE CONTRASTED: each figure was read against at least one other of a different nature —a labor cost figure against an average check figure, an input figure against a fixed-expense structure figure— so the diagnosis never rests on a single source.

Finding 9 — Sources and scope: what was synthesized and what was not — in practice

When two sources measure similar things with different cuts, the difference gets stated instead of averaged away, because averaging different cuts manufactures a number that appears in no publication. HONEST LIMITATION, first: most of these figures are United States data, and the cost structure of a restaurant in Bogotá, Mexico City or Madrid differs in payroll, statutory benefits and card fees. The ranges work as a reference for PROPORTION between P&L lines, not as an absolute benchmark for every market. HONEST LIMITATION, second: industry medians hide dispersion, and one specific restaurant can be perfectly healthy at 35% payroll if its contribution margin per cover runs high, or broken at 30% if its check falls short. Public figures locate you; they do not diagnose you. WHAT THIS ANALYSIS IS NOT: no proprietary sample, no internal audit producing percentages, no Masterrestaurant primary data behind any figure. Diego F. Parra contributes the financial reading — which leak to attack first and why sequence matters— on top of data anyone can verify at the original source.

POINT BY POINT

Mistake versus method: six decisions that separate those who stop the leak

READING PAYROLL

A · RESTAURANT LOSING MONEY
(UNCONTROLLED STRUCTURE)

Controlled in absolute currency and compared against last year

B · MASTERRESTAURANT Controlled as a percentage of sales against the public median for the format

Verdict: The percentage reading wins: the jump from ~33% to 36.5% in full-service (National Restaurant Association, 2025) stays invisible in currency when sales rose alongside it.

MENU DECISIONS

A · RESTAURANT LOSING MONEY
(UNCONTROLLED STRUCTURE)

Raise the price of the dish with high food cost

B · MASTERRESTAURANT Reorder by contribution margin in currency

Verdict: Menu engineering wins: a dish at 30% food cost on US\$32 leaves more than one at 26% on US\$14, and casual dining checks span US\$15 to US\$35 (One Haus, 2025).

BREAK-EVEN

A · RESTAURANT LOSING MONEY
(UNCONTROLLED STRUCTURE)

Estimated once a year or carried from memory

B · MASTERRESTAURANT Recalculated whenever payroll or rent changes

Verdict: Recalculation wins: with waiters at a US\$16.23 hourly median (BLS, May 2024) and California at 16.50 USD/hour even for tipped staff (Paychex, 2025), last semester's number is useless now.

CAPEX TREATMENT

A · RESTAURANT LOSING MONEY
(UNCONTROLLED STRUCTURE)

Remodeling booked as expense of the month it was paid

B · MASTERRESTAURANT Amortized

against the months the asset produces

Verdict: Amortization wins: charging the whole build to one month manufactures an accounting loss that triggers wrong calls on staffing and menu.

COST OF CAPTURE

A · RESTAURANT LOSING MONEY
(UNCONTROLLED STRUCTURE)

Cards and delivery lumped into a single commissions line

B · MASTERRESTAURANT Separated

because their nature and levers differ

Verdict: Separation wins: the 2.36% interchange (The Motley Fool, 2025) gets renegotiated, while delivery commission gets redesigned with a dedicated menu and differentiated pricing.

TERRITORY RISK

A · RESTAURANT LOSING MONEY
(UNCONTROLLED STRUCTURE)

Insurance shows up as a surprise quarterly expense

B · MASTERRESTAURANT Budgeted as a

structural cost of the chosen location

Verdict: Advance budgeting wins: urban zones cost 60% more in coverage and liability rises 40% above US\$2M in sales (MoneyGeek, 2025).

SIDE-BY-SIDE COMPARISON

How the leak looks inside a losing P&L DIAGNOSIS

- ✗ Payroll is read in absolute currency («I pay the same as last year») instead of as a percentage of sales, which is where the jump from 33% to 36.5% documented by the National Restaurant Association (2025) becomes visible.
- ✗ Food cost gets calculated once a year off an outdated price list, while USDA ERS (2026) reports the lowest cattle herd in 75 years and protein moves every six weeks.
- ✗ Break-even lives in the owner's head rather than on a sheet: nobody knows how many covers a Tuesday needs before the day stops losing.
- ✗ The fixed US\$0.08 per transaction (The Motley Fool, 2026) shows up on no line at all; it dissolves into «commissions» alongside delivery, so no low check is ever flagged as a margin destroyer.
- ✗ Remodeling CapEx is booked as expense of the month and sinks the result, instead of amortizing against the 36 months that dining room will produce.
- ✗ Monthly total sales get all the attention and contribution margin per dish gets none, so the three best sellers may be precisely the three that leave the least.

How the leak stops with financial structure MASTERRESTAURANT

- ✓ A monthly management P&L closes with payroll, food cost, OpEx and debt service expressed as a percentage of sales, benchmarked against the public median for the segment (NRA, 2025).
- ✓ Every dish carries a contribution margin in currency, not just a food cost percentage: two dishes at 30% food cost leave very different amounts when one sells at US\$14 and the other at US\$32.
- ✓ Break-even is recalculated whenever payroll moves, because with floor staff at a US\$16.23/hour median (BLS, May 2024) one badly covered shift changes the number.
- ✓ Menu engineering reorders the physical menu to push higher-margin items; the QR complements with updated pricing and analytics, and never replaces the printed menu.
- ✓ Insurance and rent are budgeted as the cost of the chosen territory, knowing urban coverage runs 60% higher (MoneyGeek, 2025).
- ✓ Average check is managed against its format range —US\$8-12 in QSR, US\$11-16 in fast casual, US\$15-35 in casual dining (One Haus, 2025)— rather than against the owner's gut feel.

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First-year survival	✗ 14%-17% first-year closures per government data (U.S. Bureau of Labor Statistics / UC Berkeley)	✓ Opening CapEx amortized over 36 months and a 4-month OpEx cushion before the doors open

THE NUMBERS THAT MATTER

The leak scorecard (cited public figures)



VISUALIZATION

The numbers, visualized

Wages and benefits as share of sales, full-service median 2024, against the ~33% historical average



Wages and benefits as share of sales, limited-service median 2024



Median hourly pay for U.S. waiters and waitresses including tips, May 2024



Average combined Visa and Mastercard interchange rate in the U.S., 2025



Restaurants lost in Chicago in the first half of 2024 alone



Insurance surcharge for urban restaurants versus rural ones in the U.S.



Sources: [National Restaurant Association 2025](#) · [U.S. Bureau of Labor Statistics 2024](#) · [The Motley Fool 2025](#) · [Datassential 2024](#) · [MoneyGeek 2025](#)

Chart by [masterrestaurant.com](#)

REAL CASE

“We were billing 42,000 dollars a month and nothing was left. Once we put payroll as a percentage of sales it came out at 38%, almost two points above the 36.5% the National Restaurant Association reports as the 2024 full-service median, and we found that the three best-selling dishes left less contribution margin than the appetizer almost nobody ordered. We never raised prices: we reordered the printed menu, moved two morning shifts, and in four months break-even dropped from 1,180 to 940 covers.”

— Owner of a 68-seat full-service restaurant, Masterrestaurant method client

HOW TO APPLY IT IN YOUR RESTAURANT

How to locate yourself and stop the leak at your size

1

1. Close a management P&L in percentages, not currency

Before touching the menu, express every line as a percentage of monthly sales: food cost, payroll with benefits, rent, utilities, insurance, card and delivery commissions, debt service. Benchmark payroll against the public median for your format —36.5% in full-service and 31.7% in limited-service, per the National Restaurant Association (2025)— and food cost against the method ceiling, which is 32% per dish and functions as a MAXIMUM rather than a target. The leak shows up in percentage drift, never in the bank balance. If rent and insurance weigh more than expected, remember urban territory costs 60% more in coverage (MoneyGeek, 2025): that is territory risk, and it gets budgeted rather than lamented.

2

2. Calculate contribution margin per dish and reorder the menu

Food cost percentage lies. Two dishes at 30% leave different amounts when one sells at US\$14 and the other at US\$32, and in a casual dining room with checks of US\$15-35 per person (One Haus, 2025) that gap decides the month. Pull the contribution margin in currency for every item, cross it with the last ninety days of sales, and classify: stars, plowhorses, puzzles and dogs. With the U.S. cattle herd at its lowest point in 75 years (USDA ERS, 2026), protein-anchored dishes are the first candidates for portion redesign or a change of cut. Menu engineering is not graphic makeup: it is arithmetic applied to the order in which guests read.

3

3. Recalculate break-even with TODAY's payroll

With waiters at a US\$16.23 hourly median including tips and food service workers at US\$14.92 (U.S. Bureau of Labor Statistics, May 2024), and California mandating 16.50 USD/hour even for tipped staff (State of California / Paychex, 2025), the cover count you need to stop losing has already changed. Add fixed monthly costs, divide by weighted average contribution margin, and get your break-even covers. Then split that number by weekday against your real traffic curve. An owner who knows Tuesday requires 78 covers makes very different staffing calls than one who only knows «Tuesdays are slow».

4

4. Attack the silent leaks in OpEx and payment capture

The effective card-present processing rate sits near 1.79% plus US\$0.08 per transaction, with combined Visa and Mastercard interchange at 2.36% in 2025 (The Motley Fool, 2025 and 2026). That fixed eight-cent component punishes low checks brutally: in a QSR at US\$8-12 per person (One Haus, 2025) it weighs proportionally twice what it does in fine dining above US\$60. Renegotiate the rate, push the check with suggestive selling built into the printed menu, and split card commissions from delivery commissions in the P&L, because they are different leaks and respond to different levers. The same logic applies to CapEx: a remodel amortizes against the months it will produce instead of crashing into a single month's result.

5

5. Set weekly alarms and review debt service

SBA restaurant loan defaults run between 12% and 15% under normal economic conditions (Crestmont Capital, 2026), and that figure does not describe businesses without sales: it describes businesses without structural control. Set three weekly alarms: actual versus theoretical food cost, payroll hours versus planned coverage, and cumulative covers versus monthly break-even. If by day 15 you are below 45% of required covers, the corrective action belongs to that week rather than to the accounting close. With 689 restaurants lost in Chicago alone during the first half of 2024 (Datassential, 2024), the difference between surviving and closing rarely sits in the chef's talent.

FAQ

Frequently asked questions about margin leaks

Why is my restaurant losing money when sales look good?

Because sales cover variable cost but not always the structure. If payroll moved from the ~33% historical average to the 36.5% of sales the National Restaurant Association (2025) reports for full-service, you lost 3.5 margin points without selling one dish less. The leak lives in the percentage, not in the revenue line.

What is the maximum acceptable food cost per dish?

32% per dish is the Masterrestaurant MAXIMUM, not the goal. And note this: payroll, rent and utilities never load onto the plate, they belong to break-even. With the U.S. cattle herd at its lowest level in 75 years (USDA ERS, 2026), protein dishes are the first to break that ceiling.

How many covers do I need to stop losing money?

Divide fixed monthly costs by weighted average contribution margin per cover. That number shifts every time payroll moves, and with waiters at a US\$16.23 hourly median including tips (U.S. Bureau of Labor Statistics, May 2024) it shifts more often than owners expect.

Should I drop the printed menu for QR to cut costs?

No. Masterrestaurant ALWAYS recommends keeping the physical menu alongside the QR. The printed menu controls service pace, menu narrative and suggestive selling, which is pure margin; the QR complements with delivery, accessibility, live pricing and analytics. Each has its role and neither replaces the other.

How much do card fees really weigh?

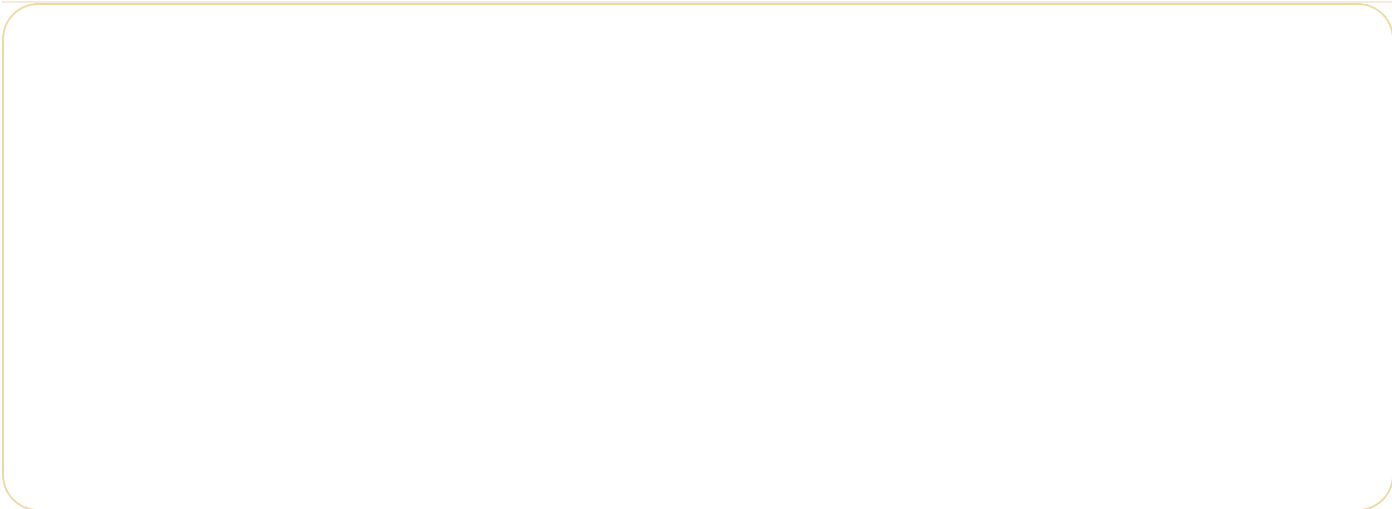
The effective card-present rate runs near 1.79% plus US\$0.08 per transaction, with combined Visa and Mastercard interchange at 2.36% in 2025 (The Motley Fool, 2025 and 2026). The fixed component punishes low checks: in a QSR at US\$8-12 per person (One Haus, 2025) it weighs proportionally twice what it does in fine dining.

Sector data 2026 (official sources)

Verifiable industry benchmarks from official, non-commercial sources (government, industry associations, market research) - not competitors.

Metric	Benchmark 2026	Source
Pronóstico de precios de carne de res (EE. UU.)	+7,5% en 2026 (hato ganadero en mínimo de 75 años)	USDA ERS (Food Price Outlook) 2026
Pronóstico de precio mayorista de carne de res (EE. UU.)	+9,4% en 2026	USDA ERS (Food Price Outlook) 2026
Pronóstico de precios de bebidas no alcohólicas y café (EE. UU.)	+5,7% en 2026	USDA ERS (Food Price Outlook) 2026
Pronóstico de precios de todos los alimentos (EE. UU.)	+3,2% en 2026	USDA ERS (Food Price Outlook) 2026
Salario mediano por hora de trabajadores de servicio de alimentos (EE. UU.)	US\$14,92/hora (mayo 2024)	U.S. Bureau of Labor Statistics (OOH) mayo 2024
Salario mediano por hora de meseros (EE. UU., incluye propinas)	US\$16,23/hora (mayo 2024)	U.S. Bureau of Labor Statistics (OOH) mayo 2024

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