

Masterrestaurant *Food Cost Analysis 2026*: how to calculate restaurant food cost, and why the NRA's 32.0% is not your target



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

QUICK VERDICT

Food cost is calculated like this: $(\text{beginning inventory} + \text{purchases} - \text{ending inventory}) \div \text{food sales for the same period} \times 100$, and that number only means something when you compare it against the THEORETICAL food cost derived from your costed recipes; the gap between the two is *food cost variance*, and that is where the capital leak lives. The public median for full service was 32.0% of sales in 2024, and 32.4% for limited service (National Restaurant Association, 2024), but that median is an industry reference point, NOT a target: under the Masterrestaurant method the ceiling per dish is 32%, the healthy operating range sits between 26% and 30%, and payroll and rent stay off the plate, charged instead to break-even.

· 2026-09-09

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Acodr s reported that sales in Colombia's restaurant sector fell 44% in 2024, after a 40% drop in 2023, and that 1,600 restaurants closed between August 2023 and August 2024 (Acodr s, 2025). In the United States, Technomic counted 348 full-service locations shuttered in 2024 through chain bankruptcies —1.3% of the Top 500— and put the full-service segment roughly 18% smaller than it was in 2019 (Technomic, 2024). Restaurant Business documented more than 20 chains or franchisees filing for bankruptcy across 2025 (Restaurant Business, 2025).

None of those operators closed because they could not do arithmetic. They closed because the number they reviewed each month —food cost as a percentage of sales— was a bookkeeping average that arrived late, with no breakdown by dish, no comparison against what the recipe SHOULD cost, and no line between product cost and structural cost. This analysis synthesizes public industry sources to answer one operating question: how to calculate restaurant food cost so the result triggers a decision instead of filling a cell in the management P&L.

The reading is signed by Diego F. Parra, restaurant operations and profitability consultant and author of the Masterrestaurant method. The figures belong to the organizations cited; what Masterrestaurant contributes is the interpretation, the segment breakdown and the decision criteria.

SIDE-BY-SIDE COMPARISON

Side-by-side comparison

	TRADITIONAL METHOD (MONTHLY BOOKKEEPING AVERAGE)	MASTERRESTAURANT METHOD (THEORETICAL VS ACTUAL, PER DISH)
Food cost benchmark, full service	✗ Measured against the industry median: 32.0% of sales (National Restaurant Association, 2024)	✓ Measured against the menu's own theoretical cost; the 32.0% median (NRA, 2024) works as an alert ceiling, not a target
Food cost benchmark, limited service / QSR	✗ One single average again: 32.4% of sales (National Restaurant Association, 2024)	✓ The 32.4% (NRA, 2024) breaks down by menu family; the method's ceiling per dish is 32% and the healthy operating range is 26-30%
Measurement frequency	✗ Monthly, at book close, 30 days behind the purchase that caused the variance	✓ Weekly on the 12-15 SKUs that concentrate spend, with inventory cut on the same date as sales
Waste inside the calculation	✗ Buried in the average; the U.S. industry loses roughly \$162 billion a year to food waste (The Restaurant HQ, 2025)	✓ Isolated as its own line inside variance; that ≈\$162 billion annual drain (The Restaurant HQ, 2025) is attacked SKU by SKU

	TRADITIONAL METHOD (MONTHLY BOOKKEEPING AVERAGE)	MASTERRESTAURANT METHOD (THEORETICAL VS ACTUAL, PER DISH)
Delivery commissions on the same dish	✗ Subtracted below the line as a selling expense; the dish looks as profitable as it does in the dining room	✓ Costed by channel: DoorDash and Uber Eats charge 15%-30% per order and Grubhub 15%-25% (Rezku, 2026), so effective channel food cost is recalculated
Card processing fee	✗ Never enters the dish analysis: 2.35% average per transaction (Texas Restaurant Association, 2025)	✓ Enters contribution margin per check; the 2.35% (Texas Restaurant Association, 2025) comes out of margin, not food cost
What gets charged to the plate	✗ Payroll and rent sometimes get allocated onto the dish, and the resulting cost stops being comparable	✓ Payroll and rent NEVER touch the plate: they belong to break-even; the plate carries product and yield loss
Decision the number triggers	✗ Nothing specific: an instruction to tighten purchasing next month	✓ Menu engineering on dishes with low contribution margin and high turnover, using price, portion or recipe as levers

Finding 1 — What is the exact formula for calculating food cost?

Actual food cost is calculated like this: opening inventory plus purchases for the period, minus closing inventory, divided by food sales for THAT SAME period, multiplied by one hundred.

If you opened the month with 12,000 dollars sitting in walk-ins and dry storage, purchased 38,000 and closed at 10,500, your consumed cost was 39,500 dollars; against food sales of 128,000, the result is 30.9%. The arithmetic never fails. What fails is the period: count inventory on the 3rd while pulling sales from the 1st to the 30th and the number describes nothing, and I have watched entire operations make menu decisions on that seventy-two-hour disconnect. Full-service sector median food cost was 32.0% of sales in 2024, according to the National Restaurant Association, and that benchmark only means something when your denominator is clean. That 30.9% you just calculated belongs to no single plate: it is an average weighted by a sales mix you never chose.

Finding 2 — The accounting average describes no dish on your menu

The National Restaurant Association placed the limited-service median at 32.4% and full service at 32.0% during 2024, two nearly identical figures hiding radically different kitchens. Inside one menu you have ceviche running at 41% and pasta at 19%, and the global number moves according to which one sells, not according to how well you buy. The Masterrestaurant method costs recipe by recipe and then weights by units sold, so the percentage you look at corresponds to the menu that actually walked out the door that month. When food cost climbs two points, the first question is not what happened with suppliers. It is what changed in the MIX. The gap between your actual food cost and your theoretical food cost is the food cost variance, and it is the only figure here that tells you where to put your hand tomorrow. Theoretical comes from your costed recipes: what it SHOULD have cost to produce exactly what the register recorded.

Finding 3 — Food cost variance: the number that actually decides

If theoretical lands at 27.4% and actual at 30.9%, those 3.5 points against sales of 128,000 dollars are 4,480 dollars that left without ever passing through a ticket. Uncontrolled waste, portions served without a scale, comps nobody logged, theft, or recipes left stale against purchase prices that moved. Variance under 1 point is normal operating noise; above 3 points there is a hole with a first and last name. Accounting will not diagnose it: walking your five highest-volume recipes with a scale in hand will. Charge the plate only with what goes into the plate: ingredients, process waste belonging to that recipe, and disposables that leave with it. Payroll, rent, utilities and commissions are not prorated per unit sold, and confusing this destroys more margin than any other error in the menus I review. Those costs belong in the break-even calculation, where they genuinely weigh.

Finding 4 — Product cost and structure cost never mix

Commissions prove the point: DoorDash and Uber Eats charge between 15% and 30% per order according to Rezku, and average card commission runs about 2.35% per transaction according to the Texas Restaurant Association. Push that 30% aggregator fee inside plate cost and your delivery food cost shows up at 55%, and the conclusion will be to raise dining-room prices, which is precisely the opposite decision. Product cost is one single figure; what changes between channels is contribution margin. Applying a generic 5% waste factor across the whole menu is the most elegant way to bury the real problem. Food waste costs the United States restaurant industry roughly 162 billion dollars a year, according to The Restaurant HQ, and that money does not spread evenly across recipes: it concentrates in three or four inputs with variable yield. A tenderloin losing 18% to trimming, a whole fish yielding 45% usable, and herbs dying from slow rotation cannot share one factor.

Finding 5 — Waste gets measured, not estimated with a pocket percentage

The mechanics are simple and boring: weigh the raw input, weigh the cleaned product, divide one by the other, and that yield enters the recipe as real cost per gram served. Diego F. Parra insists on one criterion here, which is that you measure yield first and negotiate purchase price second. Monthly arrives late. Full inventory gets counted once a month for accounting discipline, but the ten inputs concentrating 70% of your purchasing get counted WEEKLY, and that is how you see the deviation while it is still correctable. Consider the counterfactual: if your main protein rises 14% in April and you catch it at the May close, you ate six weeks of eroded margin on every unit sold; across 3,000 monthly plates at a 6.20-dollar cost, that delay is worth close to 2,600 dollars. In a sector where Acodrés reported Colombian food-service sales falling 44% in 2024 and 1,600 restaurants closing between August 2023 and August 2024, six blind weeks are expensive.

Finding 6 — How often to calculate it, and what to do with the answer

The result of the calculation has to trigger one concrete action: reformulate the recipe, move the price, change the supplier, or kill the dish. The National Restaurant Association's 32% is a median, not a target, and treating it as a goal will cost you money in both directions. A premium-cut grill running 38% food cost can be more profitable than a café at 24%, because the margin that pays payroll and rent is measured in dollars per transaction, not in percentage points. A plate at 40% leaving 22 dollars of gross contribution beats one at 22% leaving 6. Your own theoretical, built on your recipes, your purchase prices and your mix, is the only benchmark worth anything. I got this wrong for years, recommending lower percentages without looking at absolute value. Technomic counted 348 full-service locations closed in 2024 through chain bankruptcies, 1.3% of the Top 500, and estimated that segment about 18% smaller than in 2019; none of them closed for running two points above the median.

Finding 7 — The minimum setup to calculate it properly from Monday

You need four things and none of them requires a software license: a purchase price list updated to the current month, a technical sheet per recipe with real gram weights and measured yields, the units-sold-by-dish report your POS already produces, and an inventory count sharing the exact cut-off date as the sales figure. With those you build theoretical, compare it against actual, and get variance. Start with the fifteen recipes representing 80% of your units, not the eighty on the menu; the rest can wait a quarter. Restaurant Business documented more than 20 chains or franchisees filing for bankruptcy in the United States during 2025, and Spanish food-service profitability fell 0.9% that same year according to Hosteltur. The Masterrestaurant method promises no particular percentage: it promises the number you look at belongs to your kitchen. Count those fifteen dishes this week. The denominator. A bookkeeping average divides total cost by total sales and produces a number no single dish actually has.

Finding 8 — Five differences that change the result

The Masterrestaurant method calculates per recipe and then weights by sales mix, so the 29% you see belongs to the menu that genuinely walked out the door that month, not to an imaginary menu where every dish sells equally. The comparison point. The National Restaurant Association median —32.0% in full service, 32.4% in limited service (NRA, 2024)— tells you where the industry sits, not where your kitchen belongs. A seafood menu and a pasta menu do not share a ceiling. Your own theoretical cost, built on your recipes and your purchase prices, is the only reference that lets you decide something tomorrow. How yield loss is handled. In the traditional method waste vanishes inside the average; under the Masterrestaurant method it gets isolated and quantified, because separating product consumed from product lost is what turns analysis into action. U.S. operators lose roughly \$162 billion a year to waste (The Restaurant HQ, 2025), and no amount of general discipline fixes that.

Finding 9 — Five differences that change the result — in practice

Channel accounting. When a dish leaves through DoorDash or Uber Eats, the marketplace takes 15% to 30% of the order, Grubhub 15% to 25% (Rezku, 2026). If your dining-room food cost is 28%, that same dish may be running a negative contribution margin on delivery while the monthly report shows it equally healthy. That is the hole through which profit escapes in groups that grew through digital channels. The boundary of the plate. Payroll, rent and utilities do NOT get charged to the dish. The day you allocate rent onto the burger, you stop knowing what the burger costs and start watching a number that moves purely because volume moved. Those costs belong at break-even, and that is where a profitability drop like the -0.9% Hosteltur reported for Spanish foodservice in 2025 (Hosteltur, 2025) gets explained and attacked.

POINT BY POINT

Comparative analysis: where each method wins

BENCHMARK USED FOR MEASUREMENT

A · TRADITIONAL METHOD (MONTHLY BOOKKEEPING AVERAGE)

The public industry median: 32.0% full service, 32.4% limited service (National Restaurant Association, 2024).

B · MASTERESTAURANT Your own

theoretical food cost, built on recipes costed to the gram at current purchase prices.

Verdict: Masterrestaurant method wins. The industry median tells you where the sector stands; your own theoretical figure tells you how much money you lost this week, and at which kitchen station.

SPEED OF THE SIGNAL

A · TRADITIONAL METHOD (MONTHLY BOOKKEEPING AVERAGE)

Monthly, at book close, up to 30 days behind the purchase that caused the deviation.

B · MASTERESTAURANT Weekly on the

12-15 SKUs that concentrate spend, plus the full monthly count.

Verdict: Masterrestaurant method wins, with one honest concession: a weekly count costs a chef real hours. Single location with fewer than 25 critical SKUs? Every two weeks is enough.

TREATMENT OF WASTE

A · TRADITIONAL METHOD (MONTHLY BOOKKEEPING AVERAGE)

Diluted inside the monthly average and perceived as an unavoidable cost of the trade.

B · MASTERRESTAURANT Isolated as its own line inside food cost variance, with an owner and a benchmark.

Verdict: Masterrestaurant method wins. With U.S. operators losing close to \$162 billion a year to waste (The Restaurant HQ, 2025), a line item without an owner is a line item nobody ever fixes.

COSTING BY SALES CHANNEL

A · TRADITIONAL METHOD (MONTHLY BOOKKEEPING AVERAGE)

Delivery lands in the same denominator; commission is netted below the line as a selling expense.

B · MASTERRESTAURANT Each channel is costed separately: 15%-30% commission on DoorDash and Uber Eats, 15%-25% on Grubhub (Rezku, 2026).

Verdict: Masterrestaurant method wins outright. A dish at 28% food cost in the dining room can be destroying margin on delivery, and the monthly average will never show it.

WHAT GETS CHARGED TO THE PLATE

A · TRADITIONAL METHOD (MONTHLY BOOKKEEPING AVERAGE)

Payroll and rent are frequently allocated, and per-dish cost stops being comparable month to month.

B · MASTERRESTAURANT Product and yield loss only; payroll, rent and utilities go to break-even.

Verdict: Masterrestaurant method wins. Separating product from structure is the condition for the number to mean the same thing in January as it does in July.

ACTION THE RESULT TRIGGERS

A · TRADITIONAL METHOD (MONTHLY BOOKKEEPING AVERAGE)

A generic instruction to tighten purchasing next month.

B · MASTERRESTAURANT Menu

engineering by contribution margin, plus floor training on the dishes to push.

Verdict: Masterrestaurant method wins. Supplier negotiation pays off once a year; moving sales mix through the floor team pays off every shift.

SIDE-BY-SIDE COMPARISON

Traditional method: the monthly bookkeeping average WHAT 80% OF MENUS STILL DO

- ✗ Divides total monthly food cost by total food sales: one single number for the entire menu.
- ✗ Compares that number against the public industry median —32.0% in full service and 32.4% in limited service, per the National Restaurant Association (2024)— and calls the month fine if it lands below.
- ✗ Closes 30 days late, once yield loss, pilferage and the supplier who raised the kilo price have been charging you for four straight weeks.
- ✗ Cannot tell apart the dish that sells 400 times a month at 24% food cost from the one that sells 30 times at 41%.
- ✗ Drops delivery sales into the same denominator without netting the marketplace commission, which runs 15% to 30% per order (Rezku, 2026).
- ✗ Treats waste as an unavoidable cost of the trade, in an industry where annual U.S. food waste runs near \$162 billion (The Restaurant HQ, 2025).

Masterrestaurant method: theoretical against actual, dish by dish MASTERESTAURANT

- ✓ Costs every recipe to the gram and produces the THEORETICAL food cost: what the dish should cost when everything runs clean.
- ✓ Calculates ACTUAL food cost with the inventory formula —beginning plus purchases minus ending, over sales for the same cut— and subtracts one from the other.
- ✓ That gap is food cost variance: the capital leak measured in dollars, not in hunches.
- ✓ Sets the per-dish ceiling at 32% and works the healthy range between 26% and 30%, treating the National Restaurant Association median (2024) as a sector alarm rather than an objective.
- ✓ Keeps payroll, rent and utilities OFF the plate: those costs live at break-even, which is where they are actually decided.
- ✓ Ranks the menu by contribution margin in dollars and by turnover, the only reading that turns food cost into a menu engineering decision.
- ✓ Anchors execution in the dining room: a server who describes the highest-margin dish moves sales mix faster than any supplier negotiation.

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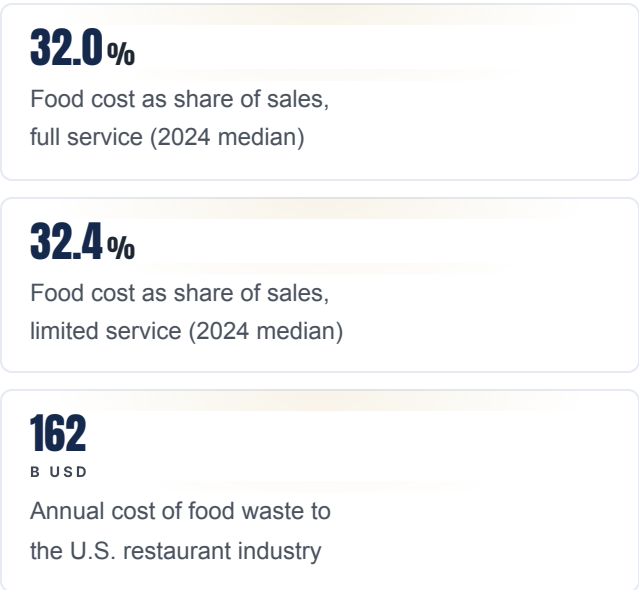
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THE NUMBERS THAT MATTER

The scorecard: public figures that frame the calculation



30%

Standard marketplace commission per order
on DoorDash and Uber Eats (range 15-30%)

2.35%

Average card processing fee per transaction

1600

CLOSURES

Restaurants closed in Colombia
between August 2023 and August 2024

VISUALIZATION

The numbers, visualized

Food cost as share of sales, full service (2024 median)



Food cost as share of sales, limited service (2024 median)



Annual cost of food waste to the U.S. restaurant industry



Standard marketplace commission per order on DoorDash and Uber Eats (range 15-30%)



Average card processing fee per transaction



Sources: [National Restaurant Association 2024](#) · [The Restaurant HQ 2025](#) · [Rezku 2026](#) · [Texas Restaurant Association 2025](#) · [Acodr s 2025](#)

Chart by [masterrestaurant.com](#)

REAL CASE

"I walked in with the accountant's report: 31.4% food cost, inside the range the National Restaurant Association publishes, so I slept fine. Once we costed the 42 recipes on the menu, the theoretical figure came out at 26.8%. Almost five points of gap on monthly food sales of 118 million pesos meant more than 5.4 million a month bleeding out through yield loss, unweighed portions and three delivery dishes that, after the 30% commission, were running negative margin. What fixed the number was not tighter purchasing: it was teaching eight servers to describe the four highest contribution-margin dishes during preshift. Eleven weeks later the sales mix had pulled actual food cost down to 28.1% without touching a single price."

— Owner of a 90-seat full-service restaurant in Bogotá, Masterrestaurant method client

HOW TO APPLY IT IN YOUR RESTAURANT

How to calculate restaurant food cost in four steps

1. Calculate ACTUAL food cost with matched inventory cuts

The formula is beginning inventory plus purchases for the period minus ending inventory, divided by food sales for THAT SAME period, times one hundred. The mistake that ruins the result is cutting inventory on a Monday and sales on a Sunday: when the cuts do not match, the percentage means nothing. Count physically, not from the system, at least monthly, and weekly on the 12-15 SKUs that concentrate your spend. With the full-service median at 32.0% and limited service at 32.4% (National Restaurant Association, 2024), you already have the industry frame; what you still lack is your own.

2. Cost every recipe to the gram and get THEORETICAL food cost

Take the 20 recipes that drive 80% of your sales and cost them to the gram, including the oil, the sauce and the garnish nobody counts. Apply a real yield-loss factor per product—trimming a tenderloin does not behave like a bag of pasta—and you get what each dish SHOULD cost. That theoretical figure becomes your operating target. The Masterrestaurant ceiling is 32% per dish as a maximum that is not recommended, and the healthy working range runs between 26% and 30%. With waste costing the U.S. industry roughly \$162 billion a year (The Restaurant HQ, 2025), the yield factor is the line most operators underestimate.

3. Subtract theoretical from actual: that gap is your capital leak

Food cost variance is the difference between actual and theoretical, and you read it in money, not in percentage points. Three points on monthly food sales of 100 million pesos are three million pesos a month. That gap has four suspects, in this order: unweighed portions, prep yield loss, pilferage and receiving errors. Before you negotiate with the supplier, check the scale on the hot line. And split the channel: a dish leaving through DoorDash or Uber Eats loses 15% to 30% to marketplace commission (Rezku, 2026), so its real contribution margin there is not the dining-room number.

4

4. Turn the number into a menu engineering and floor decision

Cross food cost per dish against units sold and rank the menu by contribution margin in money. High-margin, low-turnover dishes do not need a new recipe: they need a floor team that knows how to sell them. Interactive training moves the needle faster here than purchasing does, because a corrected sales mix drops weighted food cost without touching prices. An automated preshift that assigns the two dishes to push each day, with the sales argument and the margin figure attached, converts the analysis into money inside the same month. With Colombian sector sales down 44% in 2024 (Acodr s, 2025), sales mix is the cheapest lever left.

FAQ

Frequently asked questions about calculating restaurant food cost

What is the exact formula to calculate food cost?

Food cost = (beginning inventory + purchases – ending inventory) ÷ food sales for the same period × 100. The condition without which the result is worthless: the inventory cut and the sales cut must land on the same date. That result is ACTUAL food cost; always compare it against the theoretical figure from your costed recipes.

What food cost percentage is normal for a restaurant?

The public median was 32.0% of sales in full service and 32.4% in limited service during 2024, per the National Restaurant Association (2024). Under the Masterrestaurant method that 32% is the per-dish ceiling, not the goal: the healthy operating range runs 26% to 30%, and it shifts by menu family, since seafood and pasta do not share a cost structure.

Should payroll or rent be charged to the cost of a dish?

No. Payroll, rent and utilities never touch the plate: they belong at break-even. Allocate rent onto the burger and the burger's cost changes every month purely because volume changed, and you lose the one comparable figure you had. The plate carries product and yield loss; structure gets covered by aggregate contribution margin.

Why does my food cost rise even when purchase prices hold steady?

Almost always because sales mix shifted or a variance gap opened. When the team sells more high-food-cost dishes, the weighted figure climbs without anyone raising a price. And if the dish goes out on delivery, the marketplace takes 15% to 30% of the order (Rezku, 2026), which destroys real channel margin even while theoretical food cost stays identical.

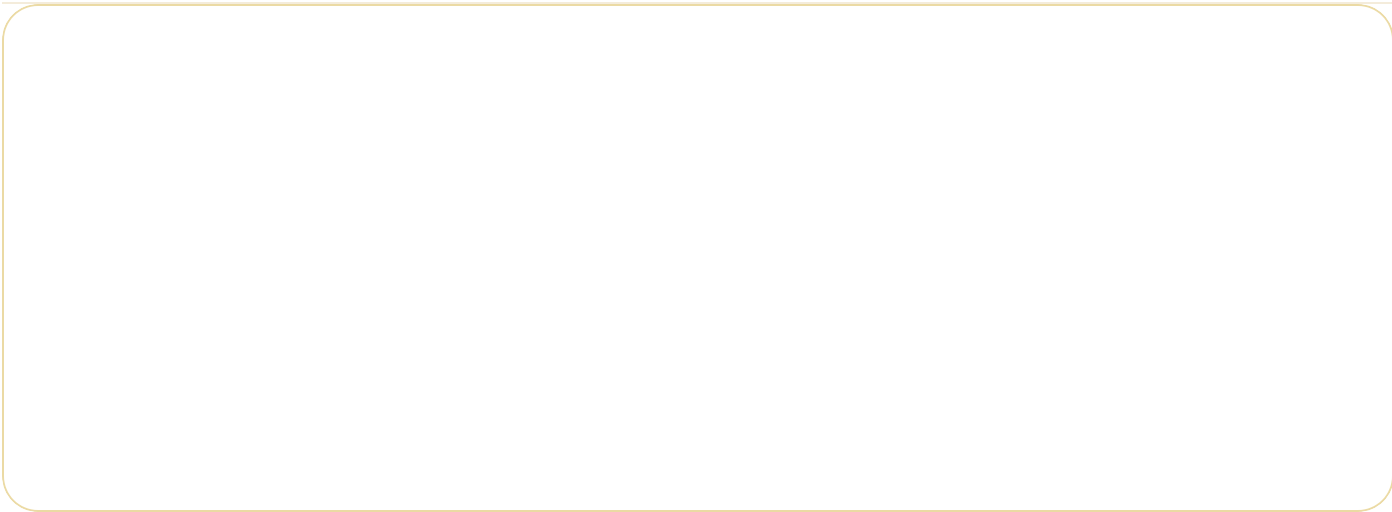
DATA & SOURCES

Sector data 2026 (official sources)

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

Metric	Benchmark 2026	Source
Precios de alimentos en EE. UU.	+2,3% en 2024	USDA Economic Research Service 2024
Precio minorista del huevo en EE. UU.	+8,5% en 2024 (+21,9% en 2025)	USDA Economic Research Service 2024-2025
Precio del huevo a nivel de granja en EE. UU.	+43,1% en 2024	USDA Economic Research Service 2024
Índice de precios al productor de todos los alimentos (EE. UU.)	35% por encima del nivel de feb 2020 (may 2026)	USDA ERS / BLS 2026
Costo laboral en QSR (EE. UU.)	+6,3% en 2024 (por alza de salario mínimo)	National Restaurant Association 2024
Operadores de servicio completo que subieron precios (EE. UU.)	90% subió precios en 2024; 60% quitó platos del menú	National Restaurant Association 2024

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Author: Diego F. Parra · **Publisher:** MASTERESTAURANT®

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