

YOUR COMPLETE GUIDE TO MOBILE ORDER TO TABLE

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CHAPTER 1

At table technology comes of age

Times are a-changin'

n 2007, the launch of the iPhone changed the way we interact with technology and the world around us. The internet was no longer something you plugged into at home or in the office – it could now be accessed anywhere and at any time. Today, with more than 2.5 billion users worldwide, the effect of the smartphone on society has been nothing short of revolutionary – morphing from a communications device into a tool we use to manage almost every aspect of our daily lives.

Speed is of the essence

Today, the effect of this revolution extends into every market sector. Modern culture is one of convenience – consumers expect to use their smartphones everywhere and speed is now more critical than ever before.

Younger generations (Millennials and iGen) are now the largest retail demographic, and it's vital brands meet their expectations for how to engage and interact. iGen (or Gen Z) are the first generation to spend their entire adolescence with a smartphone, having always had 24/7 access to the internet.

As a result of this demographic and of course the impact of the pandemic, customers increasingly expect seamless, one-click or voice activated interactions – as evidenced by the success of Amazon, the rapid growth in the Internet of Things, and the rise of contactless payments. ApplePay is estimated to handle 1-in-10 global card transactions by 2025, while mobile payments is projected to account for nearly 80% of the total e-commerce transaction value by 2025.





In hospitality, according to a study by Oracle, <u>84%</u> of consumers feel that a quick and efficient service is important in dining experiences, while studies also show that <u>56%</u> of consumers are willing to share data to receive a faster and more convenient service.

Speed is also an important factor at the end of a meal, with <u>78%</u> of people feeling that it's important to be able to leave quickly when the time is right. This is understandable when you take into account that, on average, it takes <u>12 minutes from asking for the check to paying it.</u>



You've been (self) served

As a society, we now want to self-serve more than ever. From kiosks and self-checkout systems to online travel booking and banking services, self-service options effectively minimise customer friction by removing language barriers, reducing social anxiety, limiting the scope for human error, and speeding up the journey.

And the smartphone is enabling self-service on a new level.

In the restaurant sector, order ahead and delivery apps are thriving and were a lifeline for operators throughout the pandemic but as the industry returns to a new normal, dine in-is still the main source of revenue for many operators. And, with more than two thirds of restaurant-goers indicating they prefer serving themselves over speaking to wait staff, and that 42%

would opt for self-service technology if it was available, it's clear that self-service is as applicable within the restaurant as it is outside it.

Despite huge adoption of digital between over the past 18 months, some operators are still to embrace the opportunity presented to enhance the in-restaurant dining experience through digital even though there are clear benefits it can deliver.

Giving guests the ability to use their mobile to order has the potential to increase average transaction value by 20% as well as boosting loyalty and repeat visits. At Starbucks, mobile app users spend three times as much as those who don't use the coffee chain's app, while at Taco Bell, mobile app users spend 30% more than other customers.

And, as 69% of restaurant-goers find waiting for the check the most frustrating part of eating out, there is also a clear opportunity to improve this area of the guest experience using mobile technology. But how?

The web holds the key

While it works well in certain cases, the traditional mobile app model is relatively high friction – requiring guests to download it and register their details for an account, when most of the time they just want to do something quick and simple, like ordering and paying for a meal. In many cases, customers simply won't bother to avoid the hassle of downloading yet another app and cluttering up their phone further.

In addition, studies show that a quarter of all apps get used once in the first six months of ownership and two thirds of apps fail to reach 1,000 users in the first year. Add to that the high cost of user acquisition, and the case for developing a traditional app is even less certain.

The web is a better way to deliver what guests want. With developments in web app technology – plus the ability to leverage Near Field Communications (NFC) and/or Bluetooth to establish a local connection with a brand – the opportunity now exists to create a smoother, faster and more valuable user experience.

The table as a technology?

Technology developments remove friction by allowing guests to use their mobile devices to order and/or pay from their table, but, crucially, with no apps required. By using web app technology and placing an NFC chip or QR code on the surface, any table can be turned into a connection device. Using this approach, guests can bring up a secure web page with a digital version of the menu for ordering, or a copy of their bill for rapid payment. Completely in their own time. Truly frictionless mobile self-service.



CHAPTER 2

Your at table options

Different types of mobile order and pay tech explained

Thanks to developments in complementary technologies such as mobile web applications, digital payments, NFC, chip & pin etc, operators have several options when it comes to digital ordering and payment at the table. Here's a quick overview of your options, their pros, cons and what restaurant set-up they're most suitable for.

ORDERING

Tablets

Restaurant-owned tablets that are either handed to guests by the server when seated or are fixed to the table.

Best suited to:

Fast casual dining set-ups and higher end concepts especially where speed is key e.g. airports and train stations.

PROS

- Large form factor for engaging menu imagery and easy menu navigation
- Gives a restaurant a sleek, modern feel
- Doesn't require guests to checkin to their table



CONS

- Cost of hardware
- Cost of maintenance
- Cost of updating
- Hygiene
- Guests may be less willing to enter personal information on a shared device, making it less suitable for payments and loyalty programs

Mobile

Guests use their own mobile device to order and pay within a restaurant

Best suited to:

- Restaurants without table-service and guests who want to order more but don't want to leave their seat.
 - Restaurants in airports or train stations locations to meet guests' needs for speed and efficiency.
 - Restaurants who want to reduce chargebacks or guests leaving without paying the check.

PROS

- No hardware, setup or maintenance costs
- No hygiene issues
- Suitable for payments and loyalty
- Open and closed check options
- No reliance on server or tablet availability



CONS

- Development costs (iOS/Android) if choosing native app over web app
- Guests required to check-in to their table



WHAT IS OPEN AND CLOSED CHECK?

Open check allows guests to keep adding food to their check for preparation by the kitchen then pay at the end of their meal.

Closed check means guests must order, confirm, and pay via their smartphone before the order is sent to the point of sale for fulfillment.

PAYMENT

Tableside Payment

Wait staff bring a card reader to the table for guests to either pay with a card, contactless card or mobile payment.

Best suited to: Any restaurant type that offers table service.



PROS

Reduce cash handling costs

CONS

- Cost of hardware
- Cost of maintenance
- Cost of updating them
- Hygiene
- Guests need to wait until either staff or a card reader is free in order to pay
- It may be awkward for guests to input tip amount in view of the server

Mobile

Guests use their own device to retrieve their check and pay.

Best suited to: Table service where speed and table turn rate is key.



PROS

- No hardware, set-up or maintenance costs
- No hygiene issues
- No need to wait for available staff or PED, guests can retrieve their check and pay when it suits them
- Guests can easily split their check with others at their table
- Option to leave tip in private

CONS

Cost of maintaining/updating app



What can at table mobile self-service do for you?

While the time-saving benefits of allowing guests to use their smartphones to order and pay in a restaurant are clear, there are also many other reasons for operators to consider mobile self-service technology:



Speeding up operations with orders automatically sent to kitchen display screens (KDS) direct from guests' mobiles



Turning tables faster with guests leaving as soon as they are ready.



Increasing transaction value via up-selling and cross-selling



Freeing up wait staff to focus on delivering high quality service, or redistributing them to higher value areas of the business



Reducing hardware costs, with less dependency on POS payment devices



Standing out from the competition with digital selfservice options that match the expectations of the modern consumer





Going mobile

Mobile order at table solutions can be built as a mobile app or a web app. Here's how they stack up against each other.

	WEB APP	NATIVE APP
WHAT IS IT?	A website that looks and behaves as if it is a mobile app	Software that needs to be downloaded, installed and run directly on a mobile device
PROS	 No app download No separate build-out costs for Android and iOS Easy to maintain, users always access the most up to date version All the look, feel and most of the functionality of a native app Builds trust in digital channels and provides a segway into other digital channels such as delivery and loyalty programs 	 Easier to capture customer data during app download/registration A platform for targeted marketing and comms through an inbox facility, push notifications or personalized coupons Easy integration with existing loyalty programs
CONS	Not requiring users to sign-in may limit options for gathering some customer data	 Costs much more to develop, with two apps minimum required (Android and iOS) Requirement to download is a barrier to adoption Guests may be reluctant to share their personal information in order to use the app User must regularly update their apps to access new features

WEB APPS EXPLAINED

Web apps work by replicating a native mobile app and all its functionality and features in an online environment. Accessing a web page on their phone, the user experiences a mobile app, but without any downloading or registration required. No need to take up more space on their phone with yet another app!



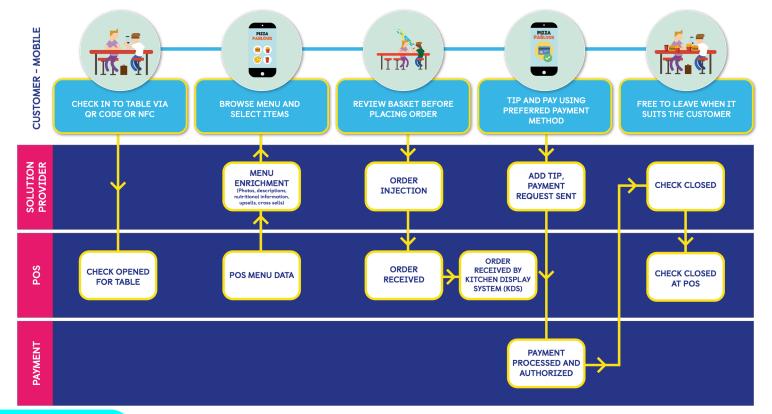
Behind the scenes

uests start by launching the app. If the solution is via native app, they do this by either downloading it from an app store or opening it on their phone if already downloaded. They then enter their table number. If using a web app, the guest scans a QR-code or taps an NFC chip on the table, triggering a connection to the restaurant's point of sale system that checks them into the table.

As the customer browses the menu on the phone, the app displays menu items from the POS, adding descriptions and imagery. When ready to order, guests review their basket and the order is injected into the POS and then the Kitchen Display System (KDS). In a closed check setup, the customer is taken to the payment step before the order goes to the POS. For open check, the customer relaunches the app as required to add more items throughout their stay, or to retrieve their final check and complete their payment.

On clicking payment, the application retrieves a hosted payment page providing an easy way for guests to pay using methods such as card entry, Google Pay and Apple Pay. After the payment is successful, the app tells the POS the check has cleared and closes it on the system.

At Table Mobile Order and Pay (web app)





WHAT'S A QR CODE?



A QR code is a type of barcode that can be scanned by a smartphone's camera to automatically open a web page. All iPhones are able to detect a QR-code if the camera is open and pointed towards the image.

The QR code should have enough light to make it detectable and be positioned so it's easily scannable for everyone at the table.

WHAT'S AN NFC TAG

Near field communications tags store small amounts of information that can be automatically pushed to mobile devices when they are close by. All Android smartphones and newer iPhones automatically read NFC tags if they are tapped on them.



So how do you get guests to kick off the mobile order and pay journey in the first place? Here are some options:

QR codes and NFC

Mobile order and pay at table web apps can be discovered and launched by guests on their phone using QR codes or NFC tags positioned on their table.

Table talker

The traditional table talker can be an effective way to promote mobile, assuming printed materials on your tables suit your brand. The example opposite shows a one-sided flyer with a QR-code order and pay journey, but the design can be easily adapted to incorporate an NFC tag as well.

Movable tags

If having a sticker or tag doesn't fit with your service model, a free-standing product works well. They may be preferable where there are community tables or benches.



Wi-Fi login

One of the first things many guests do when sitting in a coffee shop or waiting for friends at a restaurant or sitting at a café in an airport or train station is to login to the store's Wi-Fi. Use that opportunity to promote your new mobile self-service options.





Clip-on tag

A clip-on sign is a good way for guests to discover your web app, particularly if each table comes with a set of condiments. In this example, the clip has been made in the shape of a mobile which can help to guide customers - who may be new to this form of ordering and payment.

Free-standing

In concepts where it's important the server introduces the technology to the guest, a pocket-sized product such as a puck may be more suitable. As wait staff explain how to use the technology every time they seat a guest, there is less need for instructions on the product itself.



Table Sticker or Tag

IN A HURRY? ORDER NOW!

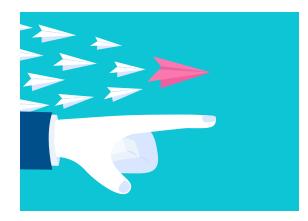
TAP YOUR PHONE HERE OR SCAN:

Table stickers featuring a QR code or NFC tag are a simple and easy way to get guests to order and/or pay with their mobile. As a semi-permanent option for linking a specific table to a check in POS, they work best in restaurants where tables are fixed, rather than 'free-seating' bench style layouts.





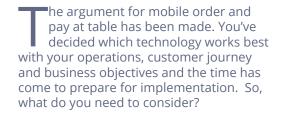




CHAPTER 4

Setting up for success

Getting mobile right the first time



All Aboard: Getting company-wide buy-in

Successful deployment and adoption of your mobile solution hinges on getting a wide range of people from across the business to not only buy into the idea but actively promote it.

Here are the key influencers and stakeholders involved and some ideas on how to secure their support:



Staff/Store Managers

How to get them onboard

As with franchisees, employees may not have any input over the implementation of new technologies but they certainly have an impact on the success of them post-launch.

Employees may be skeptical about the reasons behind new technology deployments – especially self-service – so make them an onsite advocate of mobile by:

 Explaining how mobile order and pay can make their day-to-day job easier especially during peak times, taking the pressure off them by allowing guests to pay themselves without having to wait for a free member of staff or card reader



- The impact of new technology on their job
- Improving working and pay conditions
- Increasing tips (e.g. by serving larger areas)
- Providing excellent service
- Making day-to-day lives easier/ more efficient



- Showing how staff will be able to spend more time and better-quality time with guests who need or prefer face-to-face assistance
- Explaining that mobile order and pay allows staff to work larger sections without the added strain, potentially leading to greater tips
- Getting staff involved with the launch by training them to provide assistance and encouraging guests to use the solution, especially during busy times
- Incentivizing staff to promote the mobile offering. For example, during the first month of launch, offer a special employee of the week incentive for those driving the most guests to use mobile order and pay or to the employee that proved most helpful when fielding customers' mobile questions.
- Providing employees with all the tools they need to be successful when it comes to mobile. This could include training manuals and FAQ documents, allowing staff to use and familiarize themselves with the technology. The more comfortable they are with mobile order and pay, the more confident and likely they will be to recommend it to a customer





As well as being concerned with all of the same issues as the C-level executives mentioned previously, franchisees also care about:

- Franchise spend, revenue and profit
- Cost savings and ROI
- Efficiency
- Staff costs
- Customer satisfaction and loyalty

How to get them onboard

Franchisees may or may not have a say over any new digital ordering and payment technology being implemented in their stores. However, even if they're mandated to facilitate contactless transactions at table and enable mobile ordering, their buy-in is crucial to adoption success. Focus on showing how mobile can help them by:

- Making day-to-day operations easier by providing an additional ordering and payment channel for guests to take the pressure off staff - especially during peak hours
- Driving higher revenues through greater order values and improved loyalty
- Differentiating themselves from the competition by offering a better, more convenient customer experience







CEO/CFO

WHAT THEY CARE ABOUT

- The state of the market, how it's changing and economic trends
- The competition
- Brand perception and goals
- Customer satisfaction
- Company growth
- Cost efficiencies
- Pursuing innovation
- Shareholders
- Company spend, revenue and profit
- Fixed assets and OPEX
- Stock price

How to get them onboard

If you can't put forward a water tight case for the return on your mobile order and pay investment, the CEO/CFO won't sign it off. As well as ROI, focus on the big-ticket benefits mobile can offer the business:

- Increase revenues through higher transaction values (brands typically see a +20% increase in ATV through mobile ordering vs. ordering via a server)
- Maximize efficiency by allowing guests to order and pay when they're ready rather than when staff are available
- Improve customer satisfaction with a more convenient service, offering greater control over the pace of their dining experience
- Strengthen the company's image as a leader and innovator in the market
- Reduce staff cost during certain time periods or redistribute staff to higher value areas of the business
- Drive loyalty with better customer experiences and tailored campaigning
- Get more from your POS investment by extending its functionality for customer-facing services
- Reduce incidents of chargebacks

CTO/CIO

WHAT THEY CARE ABOUT

- Innovating, integrating and getting the most out of existing technology investments with minimum disruption to the business
- Technology ROI
- Reviewing and implementing new technologies
- Data security

How to get them onboard

The CIO is responsible for assessing new technology, reviewing feasibility and how/if it fits into current infrastructure, as well as any changes that need to be made to accommodate it.

- Future-proof investment by choosing the right technology supplier whose software is integrated into existing back end systems such as payment, POS and loyalty platforms
- Extend current investments in POS by extending its functionality to customer-facing capabilities
- Drive sales through greater efficiency and smarter marketing and loyalty campaigns
- Innovative technology that is not only a key part of the customer's omni-channel experience, but it also offers real profitability



WHAT THEY CARE ABOUT

- Efficient business operations, their staff, store managers etc
- Effective management of resources
- Creating maximum value for business stakeholders
- Operational performance
- Implementing new technologies on the ground with minimum disruption

How to get them onboard

The COO wants to ensure the brand's operations are as efficient as they can be, so focus on how mobile can impact that to get their buy-in.

- Improve table turn rate especially during peak hours by allowing guests to order and pay when they're ready rather than when servers are available
- Drive overall store success by enabling a greater number of orders to be taken
- Reduce incidents of incorrect orders by allowing customers to personalize their meals themselves
- Allow front-of house staff to concentrate on better customer service and serving those who need or prefer face-to-face service
- Speed up complex payment processes by allowing guests to quickly split bills and choose their preferred payment method without the requirement for an available PED



WHAT THEY CARE ABOUT

- Customer experience and satisfaction
- Revenues from marketing activities
- Market conditions and trends
- Brand perception and goals
- Loyalty and greater lifetime value and spend per head
- Customer data and insights
- Ensuring brand experience consistency between owned and franchised sites

How to get them onboard

CMOs care about attracting new customers as well as keeping existing customers happy, so focus on how mobile can help improve the experience and gather greater customer insights.

- Capture rich mobile data providing valuable insights into customer behavior
- Transform the customer experience by offering more convenience with greater choice and control over the pace of their dining experience
- Drive loyalty and greater spend with smarter, intelled campaigns
- Position mobile order and pay at table solutions as part of a wider digital engagement strategy that will ultimately transform the way customers interact with your brand



Measuring for success

In order to accurately assess the success of your mobile ordering solution, you need to set clear objectives and Key Performance Indicators (KPIs). Here are some examples of KPIs you might want to consider tracking.

Objective Increase Average Transaction Value (ATV)	Objective Increase overall store transaction count	Objective Decrease abandon rate KPI	Objective Drive mobile order adoption rate	Objective Drive mobile pay adoption rate	Objective Increase loyalty and customer lifetime value	Objective Increase speed of service
Increase ATV by x% by month y post launch	Increase in-store transaction count by x% by month y post launch	Decrease incidents of incomplete journeys by x% within y months of launch	1. Target x% of all in-store orders to be mobile by month y post launch 2. For native apps, KPIs could revolve around increasing app download rates or driving app engagement	Target x% of all instore payments to be mobile by month y post launch	Increase customer repeat visits by x% over y months using CRM, marketing campaign, loyalty and mobile engagement data	Increase average sitting by an additional table turn during peak periods by driving guests to mobile order and pay
Objective Reduce incidents of chargebacks	Objective Decrease incidents of diners leaving without paying	Objective Increase upsell revenues	Objective Increase cross-sell revenues	Objective Reduce staff costs	Objective Reduce incidents of staff mishearing/ mishandling orders	It's important to be realistic about your objectives and KPIs. Huge increases in sales will not happen from day one but significant improvements can be brought to fruition with the right planning, execution and buy-in from the business and staff, as well as a little help from marketing.
KPI	KPI	KPI	KPI	KPI	KPI	
Aim for 100% no chargeback incidents via mobile	Decrease incidents of unpaid bills by x% within y months of launch	Increase upsell revenue by x% within y months of launch	Increase cross- sell revenue by x% within y months of launch	Reduce staff costs by x% through redistribution of staff to fulfilment or guest satisfaction roles and reducing front of house staff numbers within y months of launch	Reduce order error rate by x% within y months of launch	



Marketing: shout it loud, shout it proud

When your pilot is complete and you're ready to make a bigger splash with the rest of your customers and roll-out on a larger scale, your marketing plan needs to be on point. If you want to meet your objectives with mobile you need to make sure people a) know about the service, b) use it (again and again) and c) talk about and recommend it, amplifying your message to their own audiences using their own channels.

Here are some key marketing activities to consider:

Onsite Marketing

Staff training & Mobile Ambassadors

Staff are your biggest asset for onsite marketing and have significant influence over whether your guests use mobile order and pay. It's essential your front-of-house teams are properly trained to walk your customers through the mobile journey and field any questions or troubleshoot any issues they might have.

By using staff to reinforce the use of mobile, guests will start to appreciate its benefits, such as taking control of the pace of their dining experience or being able to customize their order in their own time.

Digital & Print Marketing

Consider using in-store digital and print assets to promote an incentive campaign to encourage mobile adoption. For example, offer the first 100 customers who order through mobile a free dessert or a discount on their next order.

WiFi Login Page

Promote your mobile solution on your Wi-Fi login page (See the <u>discoverability section</u>)

Bluetooth Beacon notifications

Proactively encourage guests to use mobile by pushing a message and link to the ordering web page directly to guests' devices using Bluetooth beacons when they enter the store. Guests simply click on the link, check-in to their table and start ordering.

Geolocation

If your mobile order and pay solution is part of an existing native app (for example a loyalty or brand app), you can use geolocation to help guest to check-in. Geolocation allows your system to identify when a guest has entered a pre-defined area (your store or within 20m of your store). You can then push a message direct to their phone, prompting them to start the ordering process using their app.





Offsite Marketing

Having a PR strategy in place to make a splash about your new technology is a great way of promoting mobile order and pay. There are a number of angles your PR folks could take advantage of. Here are a few ideas:

Industry media

Cement your brand's position as a trailblazer when it comes to digital innovation. Give the industry a sneak peek into your longer-term digital strategy, focusing on the development of mobile-first solutions for your iGen consumers (a demographic with growing spending power). Offer an exclusive interview with your CEO or other members of your executive team, explaining the launch and what it means for the longer term.

Local media

Is your brand concentrated in specific cities or regions? Tailor your approach to target the media that cover your area. Get quotes from local or regional managers about the benefits of mobile and any local competitions or promotions associated with the launch.

National media

Are you a national or international brand? Take your story to the top tier of the media by giving them the scoop on the impact of your digital investment. You might want to include powerful quantitative data about how self-service has improved efficiency or boosted revenues. Highlight your brand's dedication to customer service and guest experience by giving them insight into future digital deployments to transform the user journey.

Digital channels

Use the full range of your brand's digital channels to promote your mobile solution. Getting the word out about mobile and ultimately changing your customers' behavior towards the ways they order and pay is essential for the success of the project. By dedicating campaigns towards how mobile can be used to make customers' lives better, to make ordering more convenient and payment faster, you can take that first step to changing consumer perception towards the use of mobile within a restaurant setting and begin to drive real adoption.

Website

Get your web team to create banners, provide FAQs and additional information on your site. You might even consider creating a dedicated mobile solutions page that has everything a customer would need to know in order to use the service.

Social media

Social is a great channel for shouting about mobile-related promotions you might be running in the wake of launch. Consider running a social campaign to drive interest and engagement. For example, offer prizes to the first 500

users who take an in-store selfie on Facebook, Instagram or Twitter using a specific hashtag. Or offer a 'dine free for a year' prize to the brand's mobile ambassador winners. These could be customers tasked with promoting, reviewing and encouraging others to use the mobile service through their own social media channels.

Direct email

If you have a good quality database of customers, why not email them and let them know about the new mobile service? You can tie promotion of your solution to your loyalty campaign by letting guests accrue more rewards or points by using the service. By keeping the message short, clear and focussed on the benefits mobile order and pay can offer, you can really help to boost adoption post launch.





Beyond launch

Continuous development and iterative testing

Vou've done the hard part. You've worked with your suppliers to create a beautiful, brand-I unique mobile order and payment solution. You've implemented it, piloted it, tested it and spent a great deal of time and effort promoting it. Now what?

Measure. Review. Improve.

Prior to launching, you would have setup KPIs to assess the success of the technology (see section Measuring for Success). Continual review of the solution's performance against these KPIs is key for on-going improvement and the ultimate success of the project. Work closely with your solution provider and their customer success team to gather as much data as you can to make informed decisions about future improvements to the service.

For your brand, mobile might just be one element of a wider digital engagement strategy, so getting an accurate view on how other channels feed into and can be developed from this deployment is

important. For example, you might have a longer term omni-channel strategy with a vision of customers being able to interact, engage and transact seamlessly through tablet, kiosk, web, mobile or even through conversational systems such as Google Assistant or Alexa. Whether your goals are as ambitious as this or as simple as wanting to take a first step into mobile, data collection and measurement is critical to their success.







QikServe is the leading platform for guest self-service in hospitality. Using any channel from kiosks and tablets to web and mobile apps, hospitality operators can provide powerful in-store solutions from ordering to payment, giving guests the convenience to order and pay for their food and drinks whenever and however they want.

www.qikserve.com







