

mobiquity



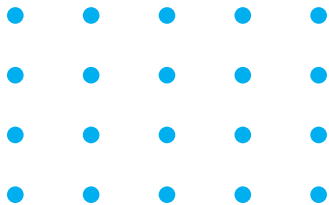
The Ultimate Restaurant Playbook

Your Guide to Creating a Seamless Digital Customer Experience



Table of Contents

Introduction	3
Chapter 1: Build your digital vision	4
Chapter 2: Think through your offerings	7
Chapter 3: Consider your business model	14
Chapter 4: Implement systems & tech that support your vision	15
Chapter 5: Prepare your operational teams	18
Chapter 6: Launch your digital experience	21
Chapter 7: Measure and refine as needed	23
Final thoughts	24
Case studies	25
About Mobiquity	26



Foreword from the Mobiquity Team

Thanks for your interest in The Ultimate Restaurant Playbook. We created this playbook to help leaders in the restaurant and foodservice industry move forward in a world that has drastically changed. Right now, doing business as usual is hard, but the right digital products can help your business weather the COVID-19 storm.

Did you know that [90% of consumers](#) agree that they will continue to use digital tools to reduce the number of things that they touch on a daily basis? In addition, according to the [Wall Street Journal](#), 10 years of consumer adoption of e-commerce was compressed into three months during the pandemic. It's become clear that technology use will never return to what it was pre-pandemic. Consumers are creatures of habit, and their habits have drastically changed (and so have their expectations).

In the restaurant industry, finding ways to keep the human touch in touchless, especially now that consumers expect their dining experience to be as convenient as possible, is the challenge. Our playbook aims to help you understand and implement the digital products and strategies that will delight customers and keep your business thriving.

In the foodservice industry digital technologies will provide restaurateurs with an array of new options for automating the experience, both for customers and employees. The digital revolution has just started – how will you show up? As you read through this playbook, we hope you gain ideas that will help you decide how to advance your restaurant.

We welcome the opportunity to help you in your digital journey and hope to collaborate with you soon.



To your digital success,
The Mobiquity Team

Introduction

COVID-19 has totally reshaped the way that the world thinks about digital technology. As a result, consumers expect digital tools from their favorite brands, forcing companies to go digital or risk eroding customer satisfaction and retention.

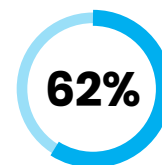
Consumers have fully embraced digital

At Mobiquity, we saw traffic increase 800% for some of our retail clients' mobile apps.¹ This data is proof that digital has become the go-to resource for customers looking for an easier, safer, and more convenient way to live their lives. We won't ever go "back to normal" after the pandemic has been resolved. So, how can you provide the best value for restaurant guests, both during and post-COVID?

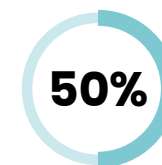
A playbook to bring your digital goals to life

In this playbook, we'll guide you on the journey to realising your digital potential and walk you through the steps necessary to create a successful vision and plan. Digital transformation can feel overwhelming, but this guide will simplify the process by helping you focus on what to prioritise (and when) to delight your customers while avoiding an overcomplicated, unneeded solution.

Mobiquity survey respondents agree that digital tools are useful for dining



of consumers
used an app to
order food



of consumers said they will use
new methods for getting food
after social distancing

Ready to boost brand loyalty and design effortless experiences that your customers love? Let's get started.

CHAPTER ONE

1

Build your digital vision



How do you create a roadmap and vision that keeps pace with the evolving expectations of your consumers? Where do you cut costs so that you can regain profits? How might you reimagine your dining experience for a COVID-19 world and beyond? Let's look at some key strategies to create a vision that will help your business thrive.

Stay true to your brand

Your strategy must start with a clear definition of who you are as a company and what your unique offering is to your guests. Your brand is more than your menu, establishment, or employee uniform. Your vision must go beyond addressing lower-level, transactional needs and instead connect in ways that build true loyalty with your customers and your employees.

"When a client has a very clear vision for who they are and what they uniquely offer, it becomes easier to create a digital product that enables a better customer experience. Everything should tie back to that vision."



Britt Mills

Senior Director, Customer Experience at Mobiquity

Throw away your customer personas, journeys, and algorithms

Forget about the customer personas you once knew. Take time to relearn who your customers are now, what they expect, and how they prefer to interact with your brand. By examining your current loyalty data, restaurant staff feedback, and by investing in new research, you'll begin to understand customers' habits and feelings about your brand and any pain points they experience in doing business with you. Take time to do the research necessary – such as surveys, field research, and even focus groups – to learn what customers want and need today. Those who were once considered digital laggards may be using your app more than others because they understand that ordering and pick-up is safer than dining in, for example. Everyone's needs have changed in the past year, making it time to go back to the drawing board and reassess what has changed.

Learn from FAANG

FAANG refers to the stocks of five prominent companies: Facebook, Amazon, Apple, Netflix, and Google. These companies all have one major commonality: they are customer obsessed. While many competitors have come and gone, the FAANG have prevailed. Why? They work to meaningfully understand the human condition and then use that knowledge to build and design usefully applied technology that intuitively solves for the unmet needs of their customers.

Restaurants are already customer obsessed. We know that one bad experience can cost you a loyal customer and repeat business. However, restaurants should extend their customer obsession to include understanding what their guests want in this new normal and what they will want in the near future as things start opening up again. Will they continue to want digital/online menus? Will they be comfortable reserving a table? Extending your customer-centric approach to accommodate the changing needs of the customer will enable you to thrive.

Deprioritize as much as you can so you can focus on your true priorities

Retailers around the world are being tasked to do more with less. Every restaurant needs to look at their list of wants and needs and decide what can be deprioritised so that they can realise what should be prioritised instead. With in-store traffic down at retail and food establishments,³ prioritising your budgets around digital is smart – not only because COVID-19 has increased the demand for digital, but because that demand shift will continue (even after the pandemic and a “new normal” is born).

Play up your strengths

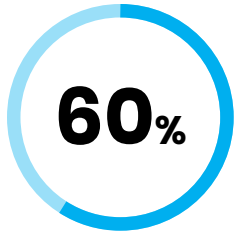
Thinking about who you are, who your guests are, and what you need to prioritise can help you play up your strengths. In fact, once you've established your vision, your points of differentiation should make your unique strengths undeniably clear. Lean into that data and use it to expand the brand that customers have come to know and love.

“If you focus on what you want to achieve and not so much on your competition, you're much more likely to succeed. We've seen tons of businesses struggle because their focus is on the wrong thing. Your priority should be your customers. Brands that are customer obsessed are the ones that prevail because they enact changes that truly make a difference in the lives of their customers' needs.”



Mike Welsh

Chief Creative Officer at Mobiquity



of consumers agree that when COVID-19 has passed, they will [prefer to use a mobile app](#) to reduce the number of things they touch in their daily life

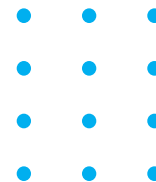
Use your newfound positioning to create your North Star

What are you trying to achieve? What does success look like? Identify the balance between these two questions with a holistic approach to refine your definition of success and how all departments can impactfully contribute to the cause. A good way to orient yourself to this is by [aligning to a North Star](#). The North Star is a strategic way to define what success looks like for your business and your customer. By creating leading and lagging identifiers that indicate whether you are successful, you can prioritise every feature, initiative, and item against those indicators to make sound decisions that help you understand whether those features, initiatives, or items truly align with your goals. The North Star is a living, breathing methodology that enables you to capitalise on successful ideas and quickly do away with ideas that don't work.

Craft your roadmap

Once you have set the foundation and aligned on your vision, you should craft your roadmap, leveraging the knowledge you've gained. This is an important step because every piece should connect to your vision and strategy in order to be successful. For example, Kodak chose to stand firmly in the film business, but suffered greatly once film became obsolete. Another good example with the opposite outcome is Crayola. The crayon company quickly realised they could and should connect with customers in new ways once digital became popular, introducing new in-store features and online options for children and families.

Thinking about how to create a vision that lends itself to a prosperous roadmap can make or break your brand, as showcased by these examples. In the next chapter, we'll explore the offerings you'll consider as part of this new digital experience.



CHAPTER TWO

2

Think through your offerings

Once your vision is set, it's time to think about the technologies and programs that will help bring it to life. The potential that technology has to amplify your customer experience is limitless. In this chapter, we explore some ideas to get you thinking about which offerings may provide the most value for you and your customers.

Mobile apps

With so many dining options available to consumers, mobile apps have become a status quo digital product for companies in the foodservice space, especially for quick service restaurants. Amplified by COVID-19, restaurant apps with a delivery component have become an even hotter item. Busy customers rely on [mobile apps to help them get food quickly and efficiently](#), but the apps that are truly meaningful are the ones that go above and beyond to offer customers products or services that they didn't even know they needed or wanted. How does your mobile app experience measure up?

With COVID-19 keeping people at home and out of stores, [mobile orders and satisfaction with those orders have increased](#). This is according to the [Mobiquty Friction Report](#), a proprietary tool that uses Artificial Intelligence/Machine Learning (AI/ML) to analyse thousands of customer reviews on mobile apps, websites, and similar tools to help businesses see what they're doing well and where they could use some help. The Friction Report can also summarise how these digital touchpoints, such as mobile apps are performing across an industry.

“Our research among the world’s biggest quick service restaurant mobile apps, such as Burger King, Starbucks, Chipotle, Chick-fil-A, Dominos, Dunkin, McDonalds, Pizza Hut, and Subway found that, compared to 2019 data, mobile orders were one of the most frequently mentioned features in 2020 at the height of the pandemic. QSRs that had a seamless process for mobile orders thrived and ones that had a less than positive mobile ordering experience struggled with customer satisfaction. This proves that your mobile app’s features can have a huge impact on your brand’s reputation.”



Brian Levine

VP, Strategy and Analytics at Mobiquty



Contactless delivery

Innovative restaurants can think about taking control of delivery and eliminating third-party options. That's because third-party delivery apps are siphoning your profits and [benefiting from your customer data](#). But you can't simply offer delivery; it's got to be enticing and offer an experience that customers want to have over and over again.

How can your restaurant create experiences that are unique on their own? How can you recreate the in-person restaurant experience at home? Think about the ways in which your restaurant can create an unforgettable experience that customers know and love. One that they will expect and one that they know they can count on to be consistent, every single time they order. If your restaurant can create this kind of unique experience, your customers will reward you with their loyalty.

Pick-up

Consider how you can [implement pick-up](#) or improve on the pick-up experience you've already been delivering. Is there enough parking space to implement a pick-up program? How would you train staff to support contactless pick-up? What can you incorporate into your pick-up program to make your restaurant memorable and drive customer loyalty? [Developing a pick-up program](#) considers all of these factors and more to make the customer experience as convenient as possible.

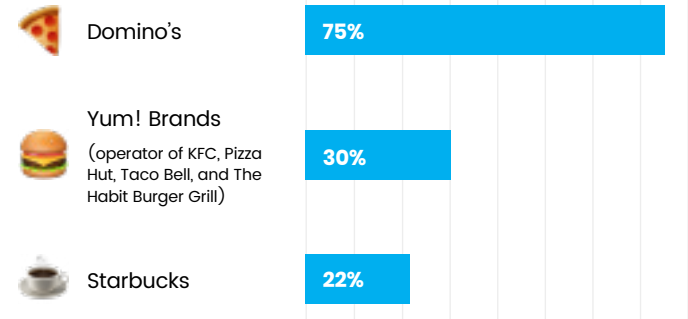
Pick-up is great for guests and great for business, too

Why guests love pick-up

How it can benefit your business

Minimizes customer effort	→	More frequent visits! If it's easy to get in and out on the go, guests are likely to visit more often
Shorter wait times	→	Happier customers, higher throughput and greater sales during peak times
Allows customers to fit in pickup according to their busy schedules	→	Better planning - you know when to expect visits and can prepare in advance
Allows for multitasking (e.g., get gas and a snack in one location or trips to two stores close to each other)	→	Higher check averages and/or more visits
Less contact, decreased chance of interaction with a sick person	→	Maintain cash flow and customer preference - customers will choose your location over stores without pick-up
Allows pickup on their schedule without delivery charges and tips	→	No need to invest in an expensive fleet of delivery drivers

Mobile sales represent a growing share of the ordering pie:²





Contactless dining

From online menus, digital ordering, and [in-app payments](#), [contactless dining is on the rise](#), even within physical restaurants. Although some Restaurant guests may be ready to eat out again, many still want the safest, most touchless experiences possible. What's more, the benefits that digital technology can offer your guests, can strengthen their bond with your brand through the COVID-19 pandemic and beyond. What if everything in the restaurant was done through the restaurant guest's mobile phone?

You walk in, your phone brings up the menu via QR code, you order and pick a seat, the staff know where you are sitting due to geolocating, you eat, pay your bill on your phone, and then are asked to leave a review upon leaving the restaurant.

Imagine the convenience and safety that this would offer your guests – and also your staff.



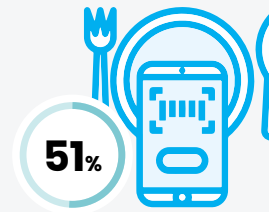
QR codes

Making a comeback from just a few short years ago, [QR codes are the newest way that restaurants are keeping guests and staff safe](#). Restaurant guests can scan a QR code on their table or anywhere they may be when looking to browse a menu. Plus, offering real-time, dynamic menu updates based on available inventory further eliminates customer friction and is a best practice that should be utilised whenever possible. Another benefit is the ability to easily add and remove seasonal items. From your website to your mobile app, having real-time information available and consistent across all of your platforms is an exceptional way to build customer satisfaction.

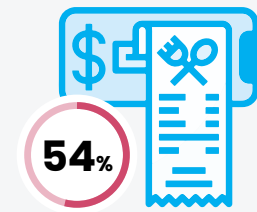


In-app contactless payments

According to Mastercard, 51% of Americans use contactless payments⁴, and overall usage of contactless payments has risen 150% since March 2019.⁵ Another report noted that 49 countries have announced contactless payment transaction limit increases, ranging from 25% to 400%, with an average of 131%.⁵ As [demand for contactless payments increases](#), how will your restaurant begin to answer the call for safer payment options? Especially as consumers continue to use their phones for everyday purchases, the expectation that they can easily pay their bill via their mobile device has soared. Plus, banks are moving in that direction as well, rolling out eWallets and digital payment methods that eliminate the need for a physical credit card, helping to reduce fraud. Consider the technologies that would help your business enable these kinds of transactions.



51% of consumers agree that they would like to [use their own mobile phone instead of interacting directly with restaurant staff](#)



54% of diners agree that [they would like to use their own mobile phone to pay for food](#) in a sit-down restaurant

Personalization and artificial intelligence/machine learning (AI/ML)

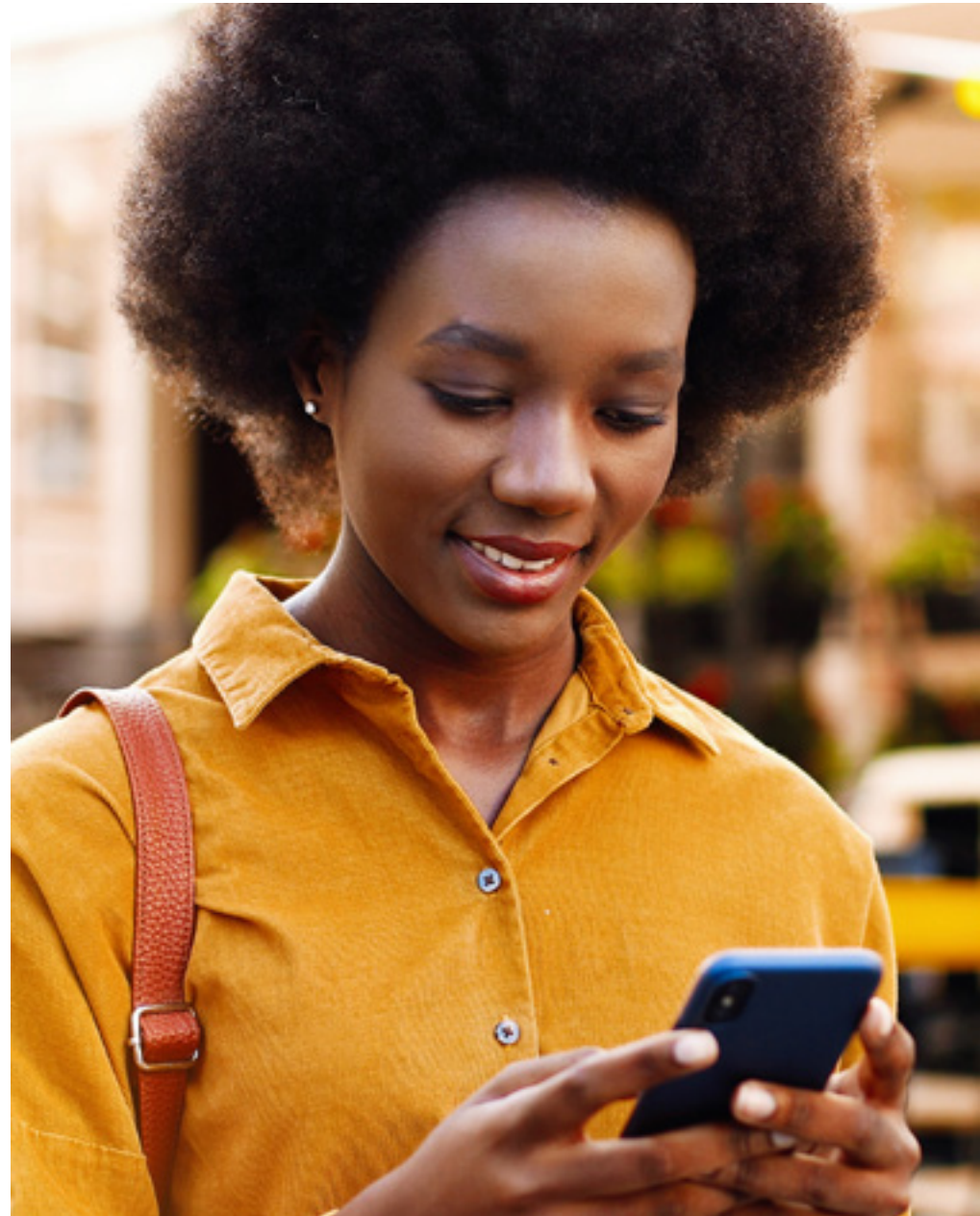
With a digital menu and your own delivery service, you can gain unprecedented insights on guests' dining preferences. These insights offer the opportunity to create [personalised offerings with the help of Artificial Intelligence](#) to show guests you know them and care about tailoring their experiences through [rewards and offers](#) that match their taste. Building this [“audience of one” model](#), where every one of your digital experiences is tailored to each individual customer, is the best way to personalise and ensure that every customer receives offers and rewards that are meaningful to them.

“It’s impossible to achieve transformational experiences without embracing modern technologies, such as the cloud, artificial intelligence, and machine learning. The evolution of technology continues to accelerate, and with the advent of COVID-19, people are starting to evolve equally as fast. Restaurants need to proactively take advantage of opportunities to implement technology that can keep up with the quickly changing trends and behaviors of their evolving customers. Those that do this will be the heroes that reap the ultimate loyalty.”



Dominick Profico

Chief Technology Officer at Mobyquity





Loyalty & rewards

With a drastic uptick in mobile app usage, Mobiquty research found that [one-third to half of users aren't satisfied with their mobile options](#). Companies need to identify the areas of friction in their own platforms (or learn from the mistakes of others) to grow their businesses into the future. Now is the time to double down on this effort by [creating a loyalty program](#) that builds on the relationship that you have with consumers, but in a digital way. Rewards are so much more than gamification. If created strategically, [rewards can help build a one-on-one relationship](#), increase frequency of visits, check averages, and offer key insights on business performance. Consider including this important piece in your restaurant mobile app design.

Restaurant technologies for safe and convenient dine-in experiences

As customers return to inside dining, consider how in-house restaurant technologies might be adapted for greater self-service. Think about the dining experience—it's special, right? You get out of the house, take the kids out and have someone else do the cooking and cleaning. How can technologies inside the restaurant maintain the fun parts of dining out while also keeping everyone safe and increasing the convenience and automation that consumers have come to expect in the post-pandemic world?

A technology to consider could be digital menus that show what other people are saying about today's menu options. Or consider placing a button on the tables that tells staff when your customers need something; this makes restaurant staff more efficient and avoids interruptions for your guests. Think about the return on investment and loyalty that these kinds of technology could provide for your business. If this translates your brand promise to customers, what is that worth to you? Could it improve reviews and ratings? Increase order frequency or average order value? Thinking through how you rebuild your restaurant in the post-pandemic era is critical to thriving in a world that's rapidly adopting digital technology.

Back of the house technology

All of these technologies are fantastic for great customer experiences, but we can't forget about how technology will also improve efficiencies and accuracy in the kitchen. What operational changes do you need to make for your restaurant staff, specifically, your chefs and employees in the kitchen? Are there technologies that would make their jobs easier, such as timers on iPads that are connected to orders, helping staff know when meals are coming and going? Or what about geofencing the tables at your restaurant? Maybe before a customer even gets to the restaurant they can reserve a table, and then when they arrive, it alerts the staff that the customer is there, waiting for someone to take their order.

Or perhaps you have a genius bar that allows customers to [digitally identify who they are](#) in order to open a bar tab via the app, which lets them order drinks and pay via mobile app when they're done. Another important consideration is how quickly occupancy will return to normal. It may be a while until the dining experience returns to what it was pre-pandemic. If outdoor dining continues to be the preferred method for safety, consider how you can automate that experience. Maybe temperatures are dropping, and you need to keep your heaters warm for restaurant guests; you can connect that to the back of the house so that you can auto-order more propane when the alert tells you it's getting low. Or perhaps you can join forces with a ghost kitchen to reach more people and keep dining room/maintenance fees manageable. Regardless, your staff are your heroes. Consider digital technologies that will make their work and lives safer, more efficient, and easier.

Accessibility for people with disabilities

There's no doubt that more accessibility is always better, and you should aim to create digital products that serve the largest number of guests possible. Consider what features would be helpful to include in your digital offerings. For example, provide larger font options or add a voice capability so that users can listen to menu options via your mobile app. You should work with a digital consultancy that understands accessibility regulations and the features that are most helpful for guests with disabilities in order to successfully serve all of your customers.



CHAPTER THREE

3

Consider your business model

How is your business set up to handle change? Is there already a process in place or will you need to implement one when venturing to create new digital capabilities? These questions lead us to this important chapter – considering your business model and how digital transformation will fit within this framework. Think through these ideas and the impacts they'll have on your program so that you can prepare for them in advance.



Bring in the right stakeholders

Consider the people in your organisation who could add valuable insights or play a critical role in the experience you're building. Many times, this includes more groups than you might think, and eventually this will extend to the entire organisation. By factoring in stakeholder perspectives, potential concerns, and possible resistance, you may be able to anticipate and resolve challenges faster along the way.



Consider the complexity of your organisation

As you engage in the planning process, think through how well your business is designed to enable quick and confident decisions. Making decisions in large, complex organisations will take time. Be patient. The more siloed an organisation, the longer it will take to bring digital transformation to life. You'll want to have a game plan for how to make key decisions.



Map out unknowns

Consider unconscious incompetence – or knowing what you know, the unknowns, and the unknowable unknowns. These grey areas are what many digital transformation teams struggle with in the trenches, day in and day out. Considering as many of these in advance can be helpful. And when you're in those trenches, things like research trips, observations, hunches – and even the uncertainty for a while – can be catalysts throughout the digital innovation process.



Plan room for innovation

This concept is often overlooked once a strategy or vision is in place, but it's important to be mindful of new ideas from your core stakeholders. You can't build digital experiences in a bubble. Everything is connected – from your website to your mobile app, all the way to your in-restaurant experience. Planning for agile innovation is important when so many channels and factors are at play.

CHAPTER FOUR

4

Implement systems & tech that support your vision



It's impossible to execute your vision without the proper systems and technology in place. This critical step often makes or breaks a program – so it needs your attention. Whether you are implementing pickup, contactless payment, digital rewards, or something else, it's important to assess your current technology and decipher what new systems you need.

Point-of-sale (POS) systems

If you're considering creating or enhancing a delivery and/or pick-up program, you need a system that can capture and fulfill those orders. Working with a point of sale partner that can integrate your technology with vendors that enable the experiences is imperative.

Payments technology

[Contactless payment](#) is gaining trust and admiration from consumers looking for an easier way to purchase items. Working with a digital payment gateway provider, you can enable on-device payment models, such as Apple Pay and Google Pay. Creating this type of solution for customers eliminates the hassle of having to exchange a physical credit card or having cash on hand. It also adds a layer of security for consumers, with smartphones requiring face ID or pin authentication to open your device, and then another authentication to access payment information inside your app. There have been instances where contactless payments have proven to be more secure than payment terminals in stores. One example: an in-store payment platform being compromised to read card information of thousands of users while the contactless or in-app payment methods stayed secure.



Digital loyalty programs

Creating trust and affinity for your restaurant is an important part of any digital program. It's the way to keep guests coming back again while also building brand love. [Designing your own loyalty program](#), instead of utilising a third-party system, helps you capture the purchasing patterns and insights needed to personalise offers for your customers. This means you can offer rewards that are meaningful to them and impactful to your business, increasing customer loyalty and restaurant profits.

Inventory management

When offering pick-up or in-app delivery, it's important that your inventory is accurate to avoid disappointing customers. For example, if an ingredient or menu item is out of stock, you want to remove it from the mobile app so that your customers don't order something you cannot fulfill. Similarly, having a predictive tool that knows when a certain ingredient is getting low is helpful because it can be removed from the app before stock runs out.

Digital onboarding and identity verification

If your restaurant offers alcoholic beverages, you'll want to consider how to [integrate identity verification](#) into your digital program. Customers looking to purchase these items without stepping inside the store can do so with this technology, which enables safe and secure transactions on these regulated drinks. Mobyquity partners with Jumio to ensure that companies that could benefit from digital identity verification have the technology to support it.





Cloud migration

Many restaurants are just beginning their cloud journey to increase flexibility, scalability, and agility while lowering costs. Whether you're building web, mobile, IoT, or voice solutions, cloud can speed up the process by providing a stable platform for faster innovation. In addition to these benefits, cloud as a platform can supply the foundational elements necessary for all your digital channels, threading them together with application programming interfaces (APIs) to generate a seamless, consistent experience across all touch points.

“Mobiqity has extensive experience as a Premier Partner with AWS and has helped companies implement technologies such as [Amazon Personalize](#), which enables restaurants to deliver the 1:1 experiences that consumers want. Mobiqity also partners with its parent company, Hexaware, to help you achieve the last mile - usually the most difficult and the most rewarding - of your cloud migration programs. Using [Amaze](#), Hexaware's proprietary automation tool that moves workloads into the cloud faster than traditional methods, we can help you reduce total cost of ownership, lower implementation costs, and minimize errors made through traditionally manual processes.”



Natalie Hahn
VP, Alliances at Mobiqity



CHAPTER FIVE

5

Prepare your operational teams



Get your staff on board

The most critical factor that is sometimes overlooked when launching a new digital experience is ensuring your staff is ready to support this new experience. This typically means communicating and training them on the new technologies and how to help guests with any challenges. The most successful programs get restaurant staff excited about the new digital programs with restaurant signage, t-shirts, and promotions. Make the experience fun for them so that they get on board with your new digital products. The experiences across the board will be stronger than they would be without your employees' support.

“We have seen many five star app experiences get a one star rating because the out-of-app experience with a staff member didn't align with the in-app expectation. Getting to market quickly should not be at your employees' expense.”



Britt Mills

Senior Director, Customer Experience at Mobiquity

Remember that employees are also users of your new digital experience

Restaurant staff are consumers of experiences too and they shouldn't be excluded from the process. In fact your employees have a deeper view of what happens day in and day out at your restaurants, so there should be some consideration for how a new process will change their current experience. Keep in mind, the actual design of your program should be aesthetically pleasing for consumers and employees because both parties should be engaged. Full engagement from both sides will make the experience even stronger. Think about how you can include staff in your experience. Perhaps you can build a way to acknowledge staff in your mobile app. These types of engagements further the love for your brand – not just by customers, but also among the people who work for you.

“You can't assume that because you've updated your technology, your operations and restaurant staff will know how to efficiently use them. Putting the guide rails in place for the humans that are supporting the technologies you've implemented is critical to your program's success.”



Sreekanth Singaraju

Senior Vice President, AI & Cloud Solutions at Mobyquity

Blend in-person customer service training into the digital experience

Every restaurant has its own version of training methods, and this should be carried over into the digital experience. For example, employees are trained on how to greet someone who walks into your restaurant. There should be a similar process factored into your digital program. Consider an “I'm here” button in your mobile app that customers select when they arrive for pick-up.





Create an operational dashboard

As new staff come onboard and other employees leave your business, it's important to not only train new associates but objectively track and measure your KPIs to ensure that teams perform in a way that complements the experience you've created. Think about the kind of operational dashboard that will help you determine which teams are performing well and which ones need help. This is critical to ensure that the experience is consistent across channels and restaurant locations.

Embrace digital as normal

Use of digital ordering doubled, or in some cases tripled, as people adapted to life in a COVID-19 world. For many consumers, these were their first experiences with digital ordering and pick-up from a restaurant – and they won't be their last. Without COVID-19, it might have taken several years to entice digital laggards to try mobile ordering and contactless payment. Mobyquity believes the pandemic has dramatically accelerated what would have happened anyway. This represents a significant opportunity to build loyalty among new users.

“Typically, restaurant chains have invested in massive advertising campaigns and featured free items to entice customers to use their mobile apps. The pandemic unexpectedly served that same purpose, prompting customers to move quickly to digital channels.”




Brian Levine

VP of Strategy and Analytics, at Mobyquity

CHAPTER SIX

6

Launch your digital experience



It's exciting. You've planned to release a digital program for some time now, and you want to launch. Take a minute to assess your status. Here are some ways to test your readiness.

Establish governance

It's important to design a governance model before launching your experience in the market. You'll need to turn to this framework for support as consumers engage with you, provide feedback, and offer up their own ideas. As you get this information from users, a governance model can ensure that any changes you make are aligned with the values and goals of the organisation as a whole. This can avoid confusion, delays, and other issues, and also help you gain [traction for your digital initiatives](#).

Balance speed to market with innovation

Pressure to offer guests safer, contactless options is at an all-time high. Despite this, rushing to market quickly does not necessarily equal success. The goal of your program should seamlessly meet customers' expectations and give them an unsurpassed digital experience. Making sure your solution lives up to your brand standards before launch will help you avoid losing loyal customers and ensure that it's one that will strengthen ties to your restaurant. Innovation takes an investment of time and research so that whatever digital program you go to market with is truly impactful and meaningful for your customers. Releasing a solution simply to keep up with what the competition is doing is not enough. [True innovation digs deeper and gets to the heart of what customers want and need](#) – and then it solves for those things in an effortless way.

Market and promote your new program massively

It's crucial that your customers become aware that they have new ways to interact with your brand. Treat this no differently than you would a new store opening or promotion. Offer incentives for downloading and using your app, and share information on social channels and other key advertising vehicles. Once you have a go-to-market strategy in place, you can consider yourself one step closer to launch.

Seek out customer feedback

Your governance model means nothing if you don't have a plan for finding and discovering what customers like and dislike about your program. Consider creating customer surveys on your app, creating a staff feedback loop, and having your marketing team track social media for feedback. These kinds of strategies ensure that once you launch, you have a way to measure success and make changes if necessary. In addition, you should design a mechanism for making feedback actionable. Agile release cycles can ensure feedback gets incorporated into enhancements quickly. (For a closer look at customer feedback on foodservice apps, [request a free Friction Report.](#))

Build a dashboard or clear method for measuring quantitative success

How many new users does your app have post launch? What menu items are customers ordering the most – and at what times of day? What promotions are attracting the most engagement? How many delivery drivers do you need in the weekend? An effective dashboard will help you uncover actionable answers to those questions. With those insights, you can iterate in the early days and continually tune and improve performance over the long term.



CHAPTER SEVEN

7

Measure and refine as needed

Analyse your program

Use the dashboard you created to learn about the health of your program. Is your rewards & loyalty program driving ROI? Have app users increased? Run this through your governance framework if something isn't working. It's common to experience issues upon initial launch. Do not worry. Instead, have an established framework in place for regular program analysis to determine successes and failures.

“Analytics is about more than a dashboard – it’s about what the data in that dashboard is telling you. The insights from the data, along with a robust strategy and a constant awareness of the customer experience, is what allows us to deliver quality digital experiences. As those experiences are refined, so is the data we capture. This creates a cycle of perpetual improvement.”



Krista Park

Director, Customer Experience Analytics

Determine successes and failures

Once you've analysed your programs, determining successes and failures is an important step. Don't let any failures discourage you; instead, use them as a catalyst for making meaningful changes customers and employees desire once they've experienced your new program. It's also really important to avoid declaring failures and successes too soon. You'll want to give your program sometime in the market before you decide to throw something away or change it entirely.

Find out who your Most Valuable Customers are!

Most valuable customers – are the people who prove to be your brand loyalists. They may be the same people who loved your brand before and have now embraced your digital channel(s). Or they may be new customers who are excited about the convenience you've created via digital. Regardless, these customers are your top influencers. They will share what they love about you with friends, family, and beyond, helping extend your reach better than you ever could. Know who these people are and start thinking about how you can best please and leverage them as you continue to evolve.

Final thoughts

Change is on the menu

The Temkin Group found that companies earning \$1 billion annually can expect to earn, on average, an additional \$700 million within 3 years of investing in enticing customer experiences. And 86% of buyers are willing to pay more for a great customer experience.⁶ That's true across sectors – including restaurants.

To say the pandemic has been “disruptive” for the foodservice industry is a massive understatement. Many restaurants have been forced to close. Others were able to pivot with a powerful combination of creativity and technology – serving customers through digital channels that enabled safety, convenience, and personalisation. Going forward, restaurants will need to cook up new and better customer experiences. It's a matter of surviving – and thriving – in a digital first world.

Are you ready to transform? →



Case studies



Wawa

After working with Mobyquity on their successful Mobile Ordering app, Wawa, a regional chain of convenience stores and gas stations with a massive fan base, reengaged Mobyquity to work on an innovative project that would evolve its app to include a best-in-class curbside pickup experience. Customer experience is the foundation of Wawa's culture, so a user-friendly journey through order placement, payment and pickup of fresh, fast food was a must. Equally important was ensuring that Wawa's store employees were empowered and delighted with the tools they would need to keep customer satisfaction high.

[Learn more](#) →



Panera

Mobyquity worked with Panera to create a platform that spanned in-store kiosks, web, and mobile native applications for iOS and Android. This new platform was ahead of its time: enabling in-store customers to utilize self-serve kiosks to place orders, pay, and access rewards while skipping the line. It also introduced order ahead via desktop web, mobile web, and mobile native applications, making it easy for customers to preorder their favorites.

[Learn more](#) →

About Mobiquity

Mobiquity is a digital enabler that partners with the world's leading brands to design and deliver compelling digital products and services for their customers. Its approach balances human needs with usefully applied technology, unbound creativity with research and analytics, and agile development with strict engineering and security standards. Mobiquity's end-to-end services consider every dimension of a digital business from marketing to IT, providing strategy, experience design, product engineering, cloud services, and analytics. Mobiquity is an AWS Partner Network (APN) Premier Consulting Partner and has worked with AWS since 2011 to deliver 100% cloud-based innovation to its clients.

To learn more, visit www.mobiquity.com. →



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