

Your Guide to Creating a Seamless Digital Customer Experience



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mobiquity

Thanks for your interest in The Ultimate
Convenience Store Playbook. We created this
eBook to help leaders in the convenience industry
move forward in a world that has drastically
changed. Right now, doing business as usual is
hard. However, thanks to digital innovation, there
are new opportunities for growth in the market.

We hope this playbook gives you new ways to consider your digital strategy so that you can best serve the changing needs of your customers.

Should you have any questions after reading this eBook, please don't hesitate to <u>contact us</u>.

We wish you the best and look forward to helping you wherever you are in your digital journey.

The Mobiquity Team



Introduction

Rapid digital adoption, a result of COVID-19, has forever changed the way that consumers interact with retailers. People now expect digital tools from their favorite brands, forcing companies to go digital or go home.

Consumers have fully embraced digital

In a Mobiquity survey, we found that when social distancing began:

50%

of respondents used an app to order groceries

62%

used an app to order food

50%

said they will use new methods for getting food after social distancing **15**%

of respondents have even begun using mobile apps to pay for gas

In addition to our own research, the "Technology Study 2020: Meeting New Customer Needs" report, created by Convenience Store News shows that, as a result of the pandemic, 33% of c-stores have sped up implementation of new contactless technology, delivery, and curbside pickup options, while 26% noted that it sparked their interest in these innovations. Comparatively, only 20% of the c-stores surveyed reported that the pandemic encouraged them to enhance existing technologies – showing that the vast majority does not currently have the digital experiences necessary to engage today's consumer and consumers of the future.

In the race to innovate, c-stores are best positioned to win

The need for convenience stores to implement digital experiences has been fast-tracked. And with convenience your core reason for being, no one has a right to win more than the c-store channel. As consumers set a new bar for convenient, contactless experiences, c-stores are in an ideal position to be the #1 destination for one-stop personal shopping and automotive refueling.

A playbook to put you in the lead

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

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

CHAPTER ONE

Build your 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? Let's take a look at some key strategies to create a vision that will help your business thrive.

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Identify who you are in the market

Your strategy must start with a clear definition of who you are as a company and what your unique offering is to your customers.

"Our client Kum & Go had a very clear vision. 'Making Days Better' was the motto that they adhered to, which made it easy to create a digital customer experience program – because everything tied back to this vision."



Britt Mills

Senior Director, Customer Experience at Mobiquity

Your brand is more than fueling cars or selling sandwiches. Your vision must go beyond addressing lower-level, transactional needs and instead connect in ways that build true loyalty with your customers and employees.

"I often point our customers to a hierarchy of needs model. Thinking about it as a pyramid, where the bottom is all about meeting basic needs (fueling up, grabbing a snack), the middle is about figuring out how to meet the unrecognized needs of your customers (making fuel pay easier, curbside pickup a reality), and the top is uncovering moments of achievement (rewards for using the app). This model helps businesses unlock ultimate convenience."



Mike Welsh

Chief Creative Officer at Mobiquity

Zero in on your customers

Who are your customers? If you don't already have a deep understanding of who they are, what they expect, and how they prefer to interact with your brand, this work is crucial. By examining your current loyalty data, customer service information, or by investing in new research, you'll seek to understand customers, their habits, 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 understand what customers want and need. Address these items first.

Deprioritize everything you can, and then prioritize what remains

Retailers around the world are being tasked to do more with less. C-stores need to look at their list of wants and needs and decide what can be deprioritized so that they can realize what should be prioritized instead. With in-store traffic down 55% at retail and food establishments, prioritizing your budgets around digital customer experience 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.



54%

of consumers agree that when COVID-19 passes, they will prefer the convenience of using their mobile phone to pay for gas



60%

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



"Prioritizing the experience over cost can seem counterintuitive but the denominator is efficiency for your consumer. Experience optimization is critical, but this is not the time to cut spending to your digital efforts. That would be the death of your business entirely. Rather, explore the experiences that offer the greatest impact to your business and invest in those. You'll spend getting these experiences right, but the payoff will be well worth it when you see your ROI soar."



Mike WelshChief Creative Officer at Mobiquity

Play up your strengths

Thinking about who you are, who your customers are, and what you need to prioritize doesn't mean you should abandon your strengths. In fact, once you've laid the groundwork for your vision, you can tie it back to the parts of you that are different from the competition and use this to your advantage even more. Think about how digital will expand the brand that customers have come to know and love – and ensure that the experiences you create feed into those differentiators. One example of this is Wawa's curbside mobile app rollout, which gives buyers customizable options that tailor their experience to their needs, ensuring that store associates deliver their items in a way that meets the customer's expectations. This kind of option speaks volumes about the kind of brand that Wawa is and was especially important to include in its digital experience.

Use this positioning to create your digital strategy

What are you trying to achieve? What does success look like? Identify the balance between these two questions with a holistic approach to refining your definition of success and articulating 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. By creating leading and lagging identifiers that indicate whether you are successful, you can measure 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.

Craft your roadmap

Once you have set the foundation and aligned on your vision, you should seek to 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 realized 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



Think through your offerings



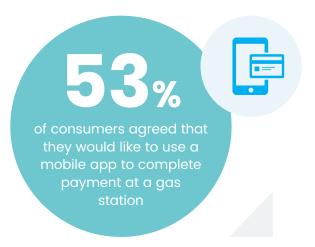


Once your vision is set, it's time to think about the technologies and programs that will help you bring it to life. The potential of technology to amplify the convenience of your stores is endless.

We've included some ideas in this chapter to start you on the path of exploring which offerings fit well within the convenience channel.

Contactless Fueling

From fuel selection to payment, pump activation, and actual fueling at a gas station, you can reduce customer effort and make the experience more touchless – and customers prefer it. See our work with Kum & Go's Fuel Better program.



Contactless Delivery

Innovative convenience stores are thinking about taking control of delivery. It's smart because you can eliminate third parties that are siphoning some of your profits and benefiting from your customer data. This is not all. If you sell gas, c-stores have an advantage over non-fueling competitors because you can get fuel at cost. This cost takeout will undoubtedly improve the profitability of your program over the long term and make it easier for you to offer another level of convenience to your customers.

Consumers say they'll **still be purchasing** from standard delivery carriers (Amazon, USPS, etc.) and food aggregators (Grubhub, Instacart, etc.) **at 90% of the volume** they were purchasing at the first peak of the COVID-19 pandemic in March – showing virtually no decline in demand for safe delivery and opening the opportunity for c-stores to create their own delivery programs that take back the market.



Curbside Pickup

For stores with quick-service offerings, curbside pickup is an area worth exploring. Consumers are comfortable in the drive-thru and know how to use their mobile app to pick up items via curbside already. So, why should convenience be any different? If you're picking up dinner, stocking up on toilet paper, or fueling up your car all in one c-store location – curbside can make the entire experience easier by having an app available for consumers to do all of these things at one stop. Convenience retailers that want to get in on the action need to consider the technology that would support this. In addition, think about your forecourt. Do you have enough curbside parking spaces to implement a curbside program? How would you train staff to support contactless pickup?

44%

of consumers agreed they were more likely to purchase/order from a convenience store with curbside than one without



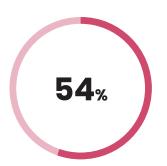
of consumers said they'll use curbside pick up **even more once social distancing is relaxed** - up to 125% of their total volume of purchases

Contactless Dining

From online menus and ordering to payments and food delivery (to the home, the curb or a restaurant's table), contactless dining is on the rise with many consumers not ready to eat at a restaurant. Offering real-time, dynamic menu updates based on available inventory further eliminates customer friction. It's important to make sure this experience travels through all your digital channels. From your website, to your mobile app, and even at your in-store kiosk, having real-time information available and consistent across platforms is crucial to building customer engagement. It's also important to consider data as a two-way street. As you collect information on your guests' dining preferences, why not offer them personalized suggestions with the help of artificial intelligence to show you really know them and care about tailoring their experiences through rewards and offers that match their tastes.

Contactless Shopping

Think about how things have changed and the ways that consumer shopping trends have evolved. Some shoppers are able to walk into a store, select their items, pay for them, and walk out without ever having to interact with a store associate. This type of Amazon Go model was once a futuristic idea, but this offering may be one way convenience stores can further their 'convenient' brand identity.



of diners agreed that they would like to use their own mobile phone to pay for food in a sit-down restaurant



of shoppers agreed 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

CHAPTER THREE

Consider your business model



How is your business set up for change? Is there already a process in place, or will you need to create one when venturing to create a digital customer experience? 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 organization that 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 organization. (More on that in chapter 5.) By factoring in your stakeholder perspectives and where they may have concerns and potential resistance, you may be able to anticipate and resolve challenges faster along the way.



Consider the complexity of your organization

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 organizations will take time. Be patient. The more siloed an organization is, the longer it will take to bring digital transformation to life. You'll want to have a game plan for how to get key decisions made within the organization.

"Mobiquity has helped its clients do more than just figure out what it is that they need to do to get ahead. We go deeper by taking outputs from our conversations, research with your customers, and the data and trends we're all seeing and synthesize this into a strategy and direction. It's not just about where you are today. It's about the entire roadmap you need - today, tomorrow, and 5, 10, 15 years from now - to be successful."



Brian LevineVP, Strategy & Analytics, Mobiquity





Map out unknowns

Consider unconscious incompetence – or knowing what you know, 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, while you're in those trenches, things like research trips, observations, hunches - and even the uncertainty for a while - can be catalysts through the digital innovation process.



Leave 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-store experience. Leaving room for agile innovation is important when so many channels and factors are at play.



Align your business case to your North Star

Once you've made your business case and considered how your new program will fit into your organization, make sure that you align this work to a North Star. The North Star is your way to ensure that everything you do contributes to your primary goals as a company. It also helps you measure and track your program once launched so that you can assess how you're performing against your goals, enabling you to shift and pivot if needed.

CHAPTER FOUR

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 a delivery program, curbside pickup option, contactless payment solution, or something else, it's important to assess your current technology and decipher what new systems you need.

Order fulfillment and point-of-sale (POS) systems

If you're considering creating a digital solution that offers food, goods, or other products, you need a system that can fulfill those orders. NCR is one tool you should consider implementing to make transactions simple. From self ordering at a kiosk, in a mobile app, or other digital solution, to fulfilling that order in the kitchen or store, NCR can enable the fulfillment process in a seamless manner.

Payments technology

Contactless payment is gaining trust and admiration from consumers looking for an easier way to purchase items. Cybersource is one ecommerce platform that enables 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 have 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 of this includes 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.





Fuel pump integration

As it was mentioned earlier, automating the fuel pump process creates a far easier experience for customers by eliminating 99% of the effort they need to exert at the pump. Consider platforms such as P97, which enables the contactless fueling process by drastically reducing the amount of steps needed to fuel up through innovative, smart technology.

Digital loyalty programs

Creating trust and affinity for your c-store is an important part of any digital program. It's the way to keep customers coming back again while also building brand love. Systems like NCR's Advanced Marketing Solution (AMS) or third party solutions such as Bond, Clutch, or Kobie can help your c-store understand who your customers are, the number of transactions they make, and other information that allows them to personalize experiences, offer promotions, and reward customers for reaching milestones that you've outlined in your program.

Inventory management

When offering curbside or in-app delivery, it's important that your inventory is accurate to avoid disappointing customers. For example, if an 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 product is getting low is helpful because it can be removed from the app before stock runs out. SAP and Oracle are just two examples of technologies that can support your inventory management efforts.





Digital onboarding and identity verification

Partners like <u>Jumio</u> can help integrate digital onboarding and identity verification into your digital program. This is particularly useful for c-stores that offer restricted products such as cigarettes, liquor, and lottery tickets. Customers looking to purchase these items without stepping inside the store can do so with this technology, which enables them and your c-store to safely and securely conduct transactions on these types of regulated goods.



Cloud migration

C-stores are just beginning their cloud journey. This is where the greatest innovators play because it offers the most flexibility, scalability, and agility while radically lowering costs. Whether you're building web, mobile, IoT, or chat 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 also 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. Companies like AWS can help you achieve this with offerings like Amazon Personalize, which enables companies to deliver the 1:1 experiences that consumers want.

"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. Companies 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."



Dominic ProficoChief Technology Officer, Mobiquity

CHAPTER FIVE

Prepare your operational teams



Get your teams on board

The most critical factor that is sometimes overlooked when launching a new digital experience is ensuring your associates are ready to support this new customer experience. This typically means communication and training. And then communicating again.

"We have seen many five star app experiences get a one star rating because the out-of-app experience with an associate didn't align with the in-app expectation. Getting to market quickly should not be at the associate's expense."



Britt MillsSenior Director, Customer Experience at Mobiquity

The most successful programs get store associates excited about the new digital programs with in-store signage, t-shirts, and promotions.

Remember that employees are also a user of your new digital experience

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





"You can't assume that just because you've updated your technology, your operations and store associates 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 SingarajuSenior Vice President, AI & Cloud Solutions, Mobiquity

Blend in-person customer service training into the digital experience

Every c-store has its own version of customer service training, and this should be carried over into the digital experience. For example, when someone walks into your store, employees are trained on how to greet them. 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, allowing them to tell store associates if they have a sleeping baby in the car or an excited pup so that they best serve that customer in the most convenient way, specific to their needs.

Create an operational dashboard

As new store associates and staff come onboard at your organization and other employees leave your business, it's important not only to train new associates but to objectively track and measure your KPIs to ensure that teams perform in a way that is complementary to the experience you've created. To do this, it is important to 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 across stores.

Prepare for digital demand

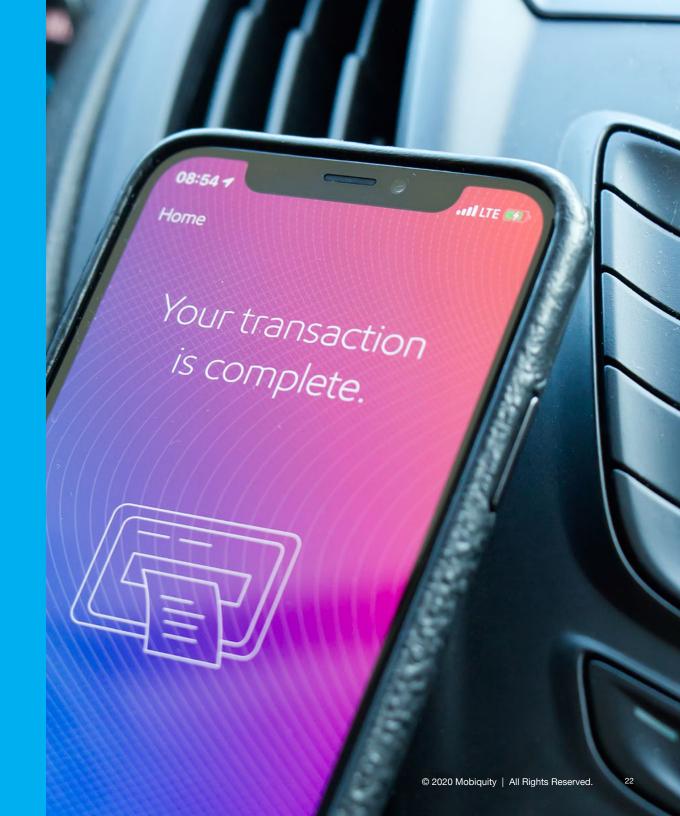
Are you prepared to support high traffic to your store when demand surges? Especially for convenience stores, unexpected events such as inclement weather may produce demand when you least expect it. It's no surprise that the daypart dynamic is well understood by associates. They know that at 11:30, a lunch crowd is about to take over their forecourt. The opportunity that c-stores have is to create incentives for the down time. For example, if you know that dinner time creates a backlog with store associates trying to make sandwiches at warp speed, perhaps you can offer an early bird special for anyone who places their order in the app by 4 p.m. Incentivizing this type of behavior allows you to forecast your demand, rather than react to it. Creating a digital experience that accounts for these types of demand peaks and valleys is one that should be included in your playbook so that everyone is working from the same strategy.

CHAPTER SIX



Launch your digital experience

(when you're ready!)



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. Once you're live, it's hard to step backward, so you need to be absolutely sure you're ready before you go to market. 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 organization as a whole. This can avoid confusion, delays, and other issues.

Balance speed to market with innovation

Especially during this day and age, the pressure to offer your guests safer, contactless options is at an all-time high. Nevertheless, rushing to market quickly does not necessarily equal success. The goal of your program should instead be one that seamlessly meets customers' expectations and gives 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 store. 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

From your in-store menu boards to your social media presence, at the fuel pumps, and within all of your marketing materials, you should be promoting the programs you've created to encourage customers to get on board. Treat this no differently than you would a new store opening. Get t-shirts for store associates, offer promotions for downloading the app, and display information on your digital menu boards or fuel pumps. 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 how you will find and discover what your customers like and dislike about your program. Consider creating customer surveys on your app or 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.

Build a dashboard or clear method for measuring quantitative success

How many new users does your app have post launch? What time of day are customers using your contactless fueling? How many delivery drivers do you need on Saturday nights? Creating a dashboard that can not only provide you this kind of data, but with the data that you deem necessary to determine whether your program is successful is something you cannot go live without. This data will help you iterate in the early days as well as stand it up over the long term.

CHAPTER SEVEN

Measure and refine as needed



Iterate your program by leveraging customer feedback

You created a plan pre-launch for garnering customer feedback. Now it's time to process that data through your governance model by testing and innovating when new ideas are deemed worthwhile. If you're not validating the customer experience and acting on their feedback, you're not creating a truly convenient experience.

Check in with store associates, too

You should care just as much about your employees' feedback as you do about your customers'. They will be able to give qualitative color around how the programs have been performing at their store – which are often overlooked or ignored, despite their relevance to how successful your program is.

Determine successes and failures

Is your rewards & loyalty program driving ROI? Have app users increased? Look back at your quantitative success dashboard and start analyzing the data. Run this through your governance framework if something isn't working. It's common to experience issues upon initial launch. Don't let this discourage you, but rather encourage you to make the meaningful changes that customers and employees desire once they've experienced your new program.

Find out who your MVCs are

Your MVCs – 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 maybe they are new customers who are excited about the convenience you've created via digital. Regardless, these MVCs are your top influencers. They will share what they love about you with friends and family and further your reach better than you ever could. Know who these people are and start thinking about how you can best please them and leverage them as you continue to evolve.



Final thoughts





Convenience stores have the ultimate right to win

There is no channel more suited to win over the market than c-stores. With half of the U.S. population in a convenience store daily, the local c-store is much easier to visit when they need something fast – especially when you have something they know and love (pizza, sandwiches – name your specialty). Now is the time to maximize on this concept and become the ultimate convenience provider.

True convenience is not about technology. It's about the experiences you create leveraging that technology. The Temkin Group found that companies that earn \$1 billion annually can expect to earn, on average, an additional \$700 million within three

<u>years of investing in customer experience</u>. And 86% of buyers are willing to pay more for a great customer experience.

As the gap between technology and users becomes virtually nonexistent, with people of all walks of life embracing the safe convenience of digital, c-stores are set up to be the heroes in the COVID-19 crisis – and beyond.

The digital revolution is here. Are you ready to transform?



Digital innovation examples:

Kum & Go and Wawa





Kum & Go

Making Days Better with Contactless Fuel Pay

As a forward-thinking company, Kum & Go, a chain of convenience stores and gas stations in the Midwestern United States, constantly listens to their customers. Dedicated to their vision to Make Days Better, Kum & Go decided to introduce new features that would upgrade the fueling experience. To do this, Kum & Go partnered with Mobiquity to create a Mobile Fuel Pay solution in their existing mobile app. This new program, along with their commitment to evolving and catering to the needs of their customers, proved to be fruitful when the pandemic reared its ugly head. By laying the groundwork that would be necessary to provide a contactless service during the COVID-19 pandemic and beyond, Kum & Go released a just-in-time solution for its loyal customers.

Learn more →

Wawa

Convenience to Go

After working with Mobiquity on their incredibly successful first mobile app, Wawa, the beloved regional chain of convenience stores and gas stations, reengaged Mobiquity to evolve its Order Ahead application to align it more with Wawa's brand standards. Customer experience is the foundation of Wawa's culture, so a user-friendly journey through order placement, payment and pick-up of fresh, fast food was a must, as was ensuring the app both looked and felt like a true extension of the Wawa brand that so many know and love. In 2020, Wawa reengaged Mobiquity to evolve its app, introducing a best-in-class curbside pickup program that improved customer experience, operational performance, and overall convenience.

Learn more →



About Mobiquity

Mobiquity is a digital consultancy 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.



