



Build a restaurant of the future with self-service kiosks



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Nick Popovici
Vita Mojo

Self-service isn't new. The supermarket industry has been doing it for years – and digital ordering is becoming increasingly widespread throughout the restaurant world. But, in the wake of COVID-19, consumer needs and expectations have changed. The pandemic has accelerated the adoption of self-ordering, both in-store and online, to the extent that many of us can now be swayed towards a particular restaurant because of its digital offering.

When done right, kiosks are not just a quick and convenient point of transaction (although they are that, too). They become an **invaluable digital touchpoint** and a gateway to **deeper loyalty**.

In many cases, however, self-service experiences fail to live up to expectations (who amongst us hasn't suffered from an "unexpected item in the bagging area" at a supermarket checkout?). And when that happens, it can be temporarily frustrating at best, or actively damaging at worst.

The good news is that we can learn from those who have been doing digital ordering well – not just supermarkets but early adopters in the restaurant industry too.

At Vita Mojo, you could say that **kiosks are in our DNA**. In 2015, we founded the first totally digital and cashless QSR in the UK, with the goal of proving that cutting-edge technology and quality service can go hand-in-hand. Customers could only place orders through kiosks or Click & Collect, so the whole restaurant experience was built around digital.

Later, we took what we'd learnt and used it to build, measure and refine our SaaS platform. We've worked with leading operators like **LEON**, **Tossed** and **HOP Vietnamese** to implement kiosks and develop a tried-and-tested approach for success.

Our aim has always been to cater, first and foremost, to restaurant owners. We understand the problems you face and we've designed our technology to combat them.

Digital transformation is tough – believe us, we understand. But when you get it right, the benefits are huge. And in this guide, we set out how to get started with kiosks, step by step.

The best place to start? By asking yourself: **"what will it take to give my customers the best possible experience? And how can technology help me to serve that experience, rather than detracting from it?"**

We hope this guide will help you find out.



Our Research

We surveyed over 1,000 UK consumers to discover how they really feel about kiosks in a restaurant environment and the results were clear. **Kiosks are no longer a nice-to-have: they're a vital part of the restaurant ecosystem.**

60%

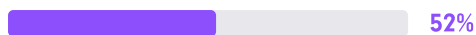
of people would be influenced to choose one outlet over another based on them having self-serve kiosks

72%

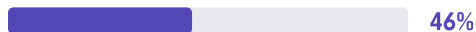
say that their use of digital ordering has increased as a direct result of COVID-19, rising to 85% for Gen Z and 83% for Millennials

What makes a good kiosk experience?*

The freedom to browse the menu



Not having to queue



Easier to personalise choices



Not having to interact with staff



What positive behaviours do kiosks encourage?

- Making it easier for customers to browse the menu as opposed to choosing via a menu board (**63%**)
- Making it quicker than ordering through a member of staff (**63%**)
- Making it easier for customers to choose what they want (**61%**)
- Making it easier for customers to find new products/dishes (**58%**)
- Making customers feel more relaxed compared to ordering/paying via a member of staff (**56%**)
- Making customers feel less likely to be judged about what they order (**51%**)

*Data from a Vita Mojo survey of 1000 UK consumers, May 2022

How kiosks drive value

64%

of consumers would order more via kiosks (92% for Gen Z and 82% for Millennials)

61%

would spend more via kiosks (90% for Gen Z and 80% for Millennials)

64%

would visit more often if kiosks were available (91% for Gen Z and 80% for Millennials)



KAM

Vita Mojo worked with KAM to understand consumer opinions of kiosks and the value they add for restaurants.



"Our research shows that kiosks can actually provide a more relaxed environment for customers to browse, select and pay for their choices at their own pace - without the pressure of having to make a quick decision and without the perceived 'judgement' from staff and other customers in the queue."

Kiosks may remove a human element, but they clearly enhance the customer experience - allowing staff to focus less on the administrative tasks of taking orders, and more on the emotive tasks of ensuring customers are well looked after and are having a great experience."



Blake Gladman, Strategy & Insight Director, KAM

Building a restaurant of the future

With people used to instant gratification and agency during a purchase, self-service has become an appealing way to take control and save time. Many people also choose to use kiosks to avoid feeling judged by a member of staff for their ordering choices.

Younger people in particular are overwhelmingly supportive of kiosks, with **more than 80% of Gen Z (10-25 year-olds) and Millennials (26-41 year-olds) saying they would visit a restaurant more frequently and spend more if kiosks were available** – something to bear in mind when considering how to future-proof your brand.

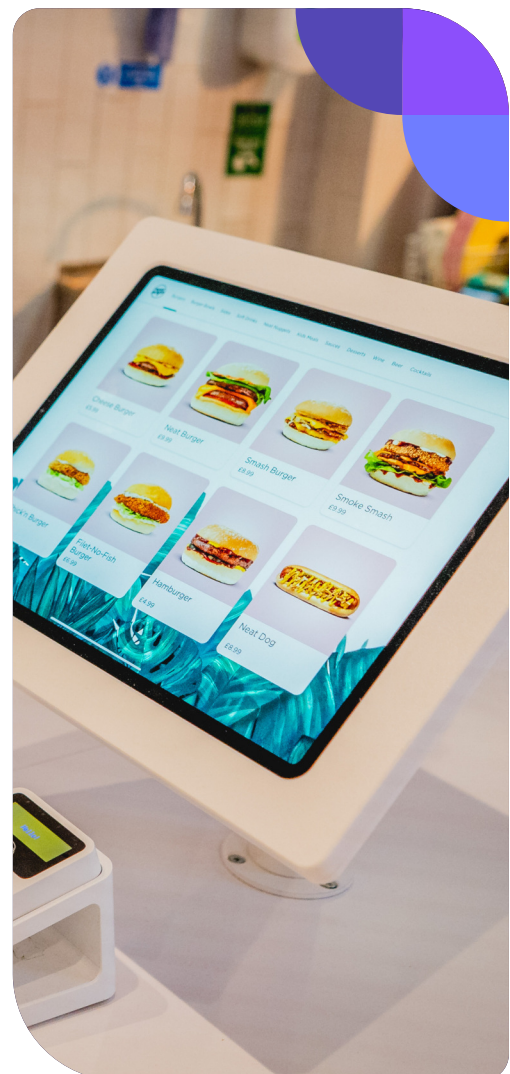
But if the interface is clunky or your food doesn't arrive fast enough, the experience can quickly go downhill, leaving customers feeling ignored, frustrated or bored. In some cases, it can even negatively affect people's long-term impressions of the restaurant, or of self-service altogether.

With kiosks, as with any other aspect of the hospitality industry, customer experience is everything.

Online and on-premise channels are no longer substitutes or competitors. Instead, they're becoming increasingly complementary.

The key is combining these physical and digital worlds to create a customer-first, channel-agnostic experience - and having the unified back-end systems in place to remain operationally agile across multiple channels.

By embedding kiosks in a robust digital strategy, you can **optimise your physical footprint, elevate your brand, improve customer experience and boost revenue.**



Are kiosks worth it?

Rethinking your digital strategy isn't just about survival. Efficient omnichannel networks can be a crucial source of differentiation in setting up your operations to thrive.

Dipping a toe into self-service can be intimidating but with the right strategy and specialist partners, you can tap into an impressive range of benefits that have the power to transform your brand.



Increase ATV: Using kiosks to dynamically market your products allows you to push upsells and promotions with every purchase, leading to higher average transaction value. Customers have more freedom to browse the menu and tend to feel more relaxed, which naturally lends itself to upsells. With the customer in control of inputting their order, there is also less danger of time-strapped cashiers mishearing or misinterpreting an order, reducing overall margin for error.

Vita Mojo clients achieve up to 35% higher ATV on kiosks versus POS.



Increase throughput: Smart use of kiosks can cut queues by up to 50% (particularly useful during peak hours) and reduce the risk of losing customers to the back of the queue.



Streamline labour: At a time when the industry is under pressure with labour shortages, kiosks can help to reduce some of the load, as well as allowing you to redeploy current team members to back-of-house or customer service roles.



Capture cross-channel loyalty: Kiosks aren't just powerful tools for processing orders. The best brands are thinking about how kiosks play a role in their broader omnichannel strategy. Today's consumers want a consistent experience across multiple channels, and the flexibility to choose the right channel at the right time. By integrating kiosks into your wider ecosystem, you get valuable data on how your customers are behaving across different ordering channels.



Kiosks & digital transformation

Let's be honest. The hospitality industry hasn't always had a great track-record when it comes to implementing kiosks successfully.

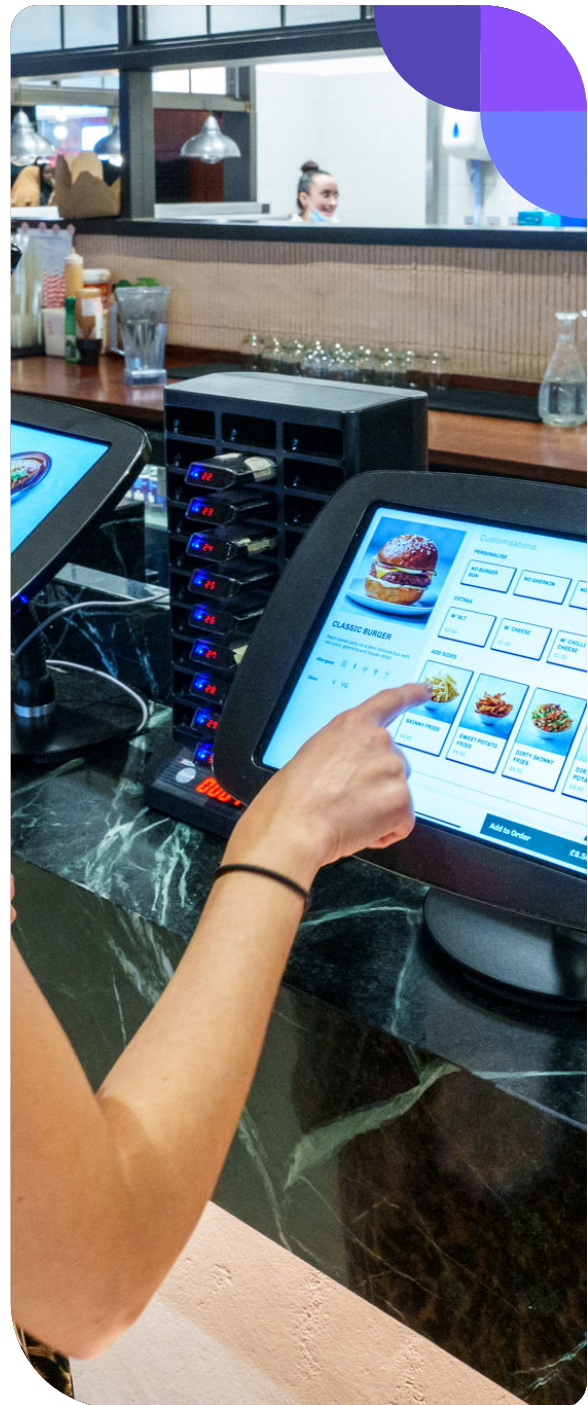
We've seen kiosk implementation go wrong when kiosks are installed in the wrong place (typically hidden away from line of sight) or when a kitchen isn't prepared for the rapid increase in orders.

We always encourage our clients to think about kiosks in the context of their broader digital strategy. The most successful self-service restaurants haven't installed kiosks in isolation: they've taken a digital-first approach to transforming their entire restaurant model, from delivery integrations and payments, to data insights and marketing.

82%

of consumers find it frustrating having to queue up and wait to be served in a QSR. The average queue time that customers are willing to wait to be served is 10 minutes, before leaving and going elsewhere.*

*Data from a Vita Mojo survey of 1000 UK consumers, May 2022



The four steps to kiosk success

Digital transformation might sound like an overwhelming concept, but it really doesn't have to be. We've broken down the buying and implementation process into four key steps: **software**, **hardware**, **space planning** and **order fulfilment**. Let's take a closer look at each one.

- 1 Selecting your software**
- 2 Choosing your hardware**
- 3 Space planning**
- 4 Order fulfilment**

**STEP
1**

Selecting your software

Choosing the right software provider for your kiosks is crucial.

Great software will seamlessly integrate kiosks with the rest of your operations and help you deliver a quality customer experience. It should not only look good, but also work hard on your behalf - helping you to maximise ATV and build loyalty.

Choosing restaurant technology has historically been a hardware-led decision, but it's now possible to select separate hardware and software providers.

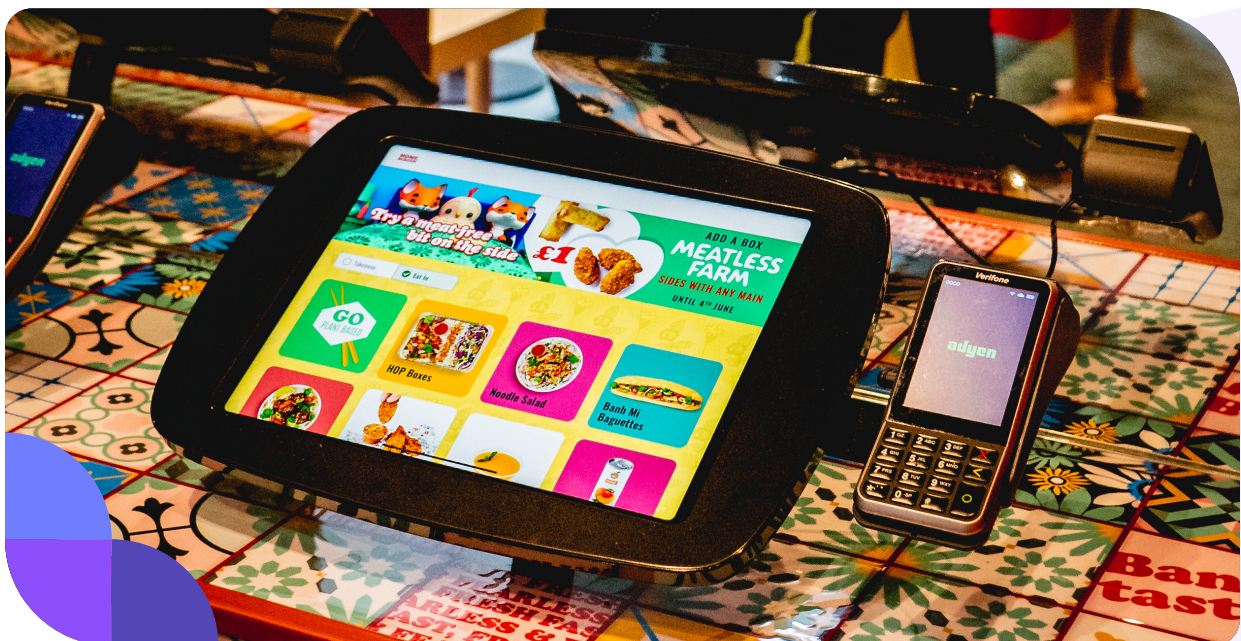
While there are some kiosk providers that offer an 'all-in-one' solution, we strongly recommend using separate hardware and kiosk providers. This will future-proof your business by giving you the freedom to choose specialist kiosk software, as well as the option of switching software providers in the future if things don't work out.



"When software and hardware work in harmony, you get a kiosk that is the perfect extension of your brand. Not only does it become immediately recognisable to your customers, but it seamlessly fits within the environment as part of the overall look and feel."



Dean Ward, Founder/CTO, Evoke Creative



STEP 1 Selecting your software

When comparing different providers, user experience (UX) should be at the front of your mind. You want to highlight customisations and upsells, without the customer feeling as if they're having to work twice as hard to place an order. One bad experience can put someone off kiosks for life so it's important to select software that's easy and intuitive to use.

24% **16%**

of consumers say that taking too long to place an order makes a bad kiosk experience

of people say that they've had a bad kiosk experience when they've struggled to find items on the menu

I am
DÖNER



"Self-serve kiosks are the future of fast food restaurants. By making them our main in-store ordering method, it's freed up labour to the extent that it's like having one additional employee. During service, we can focus more on customer service and supporting the kitchen team. Out of service, we can keep on top of cleanliness and compliance and it has cut our close-down from two hours to just one."



Bridie Fox, Operations Director,
I am Doner



*Data from a Vita Mojo survey of 1000 UK consumers, May 2022

STEP 1 Selecting your software

Healthy food chain Tossed became the first cashless restaurant chain in the UK, back in 2016, and has remained an advocate of self-service and digital adoption ever since. With the implementation of kiosks in the same year, Tossed saw a higher ATV without losing a single member of staff. Since working with Vita Mojo, Click & Collect ATV has increased by 31% and kiosks ATV has increased by over 21%.



"Kiosks have helped us to create an amazing customer experience. We don't ever want our customers to feel rushed or under pressure as they browse the menu. Our menu is based around customisation so the process lends itself well to digital ordering."

We redeployed the majority of our staff to back of house during the busy lunch period, preparing the food so it's as fresh as possible. We introduced the host role, which is incredibly important and involves everything from stepping in when customers need extra support to ensuring delivery drivers get their food - we think of it like the conductor keeping the orchestra in time!"



Neil Sebba, Managing Director, Tossed



STEP 1 Selecting your software

The power of data

Kiosks are a great, low-friction entry point into your digital brand - helping you to capture customer data and build loyalty with your brand.

If you already have a loyalty scheme, you can integrate this with your kiosk software to create a consistent user experience across all of your channels.

With Vita Mojo, repeat customers can collect points or earn rewards with every order regardless of which digital ordering channel they use. Customers can also identify themselves on kiosks and manage/redeem their loyalty points, as well as use the reorder function - an even easier and faster way to order their favourite items.

Even if you don't have a formal loyalty scheme, you can still use kiosks to capture crucial customer data. Asking for an email address to send a receipt is a great opportunity to invite customers to opt in for marketing. You could then use data about the products they ordered or their frequency of visit to run targeted campaigns to encourage them to return.

LEON



"More than ever, having good data, insights on our customer shopping habits and demographics is really crucial to the business. Now, we can see whether guests have visited the restaurant before and, if so, how many times. On a business level, we can see what percentage of our guests are new, what percentage are returning, and what our order frequency is. Those are really crucial insights, especially in such a dynamically changing landscape like hospitality."



Hugo Engel, Digital Executive, LEON



STEP 1 Selecting your software

Capturing data with payments

Even if the majority of your kiosk customers are anonymous, you can still get insights on individual customers by analysing their payment data.

Financial technology platform, Adyen, has been working with Vita Mojo and digital-first restaurants like LEON to enable a connected experience and provide valuable insights into customer behaviour.

Regardless of what channel people are buying from - whether it's on mobile, kiosk or ecommerce - Adyen can deal with all of it. And the magic of Adyen being omnichannel, (unlike a fragmented solution) is all the data you get. No matter where the customer shops, our partnership with Adyen lets us provide a 360-degree view back to their clients.

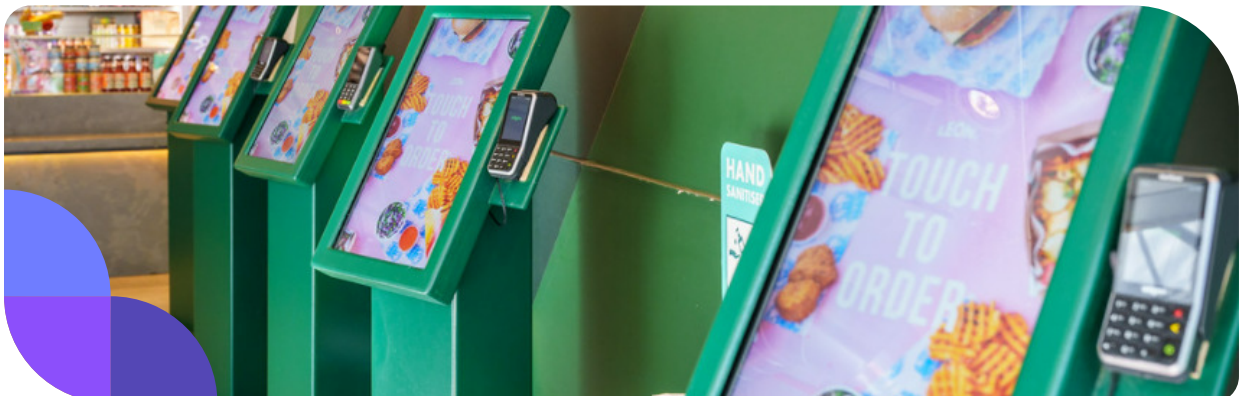
Within a week, thanks to Adyen's shopper tokenization, LEON was able to see whether guests had visited the restaurant before and, if so, how many times. They could then see what percentage of guests are new, what percentage are returning, and what their order frequency is.

adyen

"Unified commerce is no longer just the realm of retail; more and more hospitality operators are harnessing the best of digital and physical to deliver better experiences to their customers. Kiosks can play a key role in this journey and can't be seen in isolation. That's why it's so important that payments from your kiosk, your point of sale area, your website, and your app are all connected. In this way, you can build a cohesive picture of your customers and generate important performance insights."



Colin Neil, MD, Adyen



STEP 1 Selecting your software

Think about...



How it looks and feels: When choosing touch screen kiosk software, look for a digital interface that will work well for your particular brand and menu. Does the kiosk make your menu feel generic or dynamic? Is it easy to navigate the menu, place an order and pay? Today's customers have little patience for poor UX: don't risk them defaulting back to your tills or abandoning your restaurant altogether.



Customisation and upselling: Increase basket spend by choosing a provider with sophisticated customisation and upselling features. It should be easy to switch a type of milk in a coffee, select a gluten-free option or remove items or toppings. Your kiosks should also upsell in an intelligent way e.g. knowing when to upgrade to a meal deal or suggest an add-on.



Functionality: Look for software that gives you flexibility. Think different pricing for eat in versus takeaway; the ability to add discount campaigns and promotional banners; allowing customers to pay with gift cards; or adding an optional charitable donation at check-out.



Cloud-based software: Opting for cloud-based software will create a unified user interface across all customer channels, from kiosks to online ordering. Not only is this great for encouraging loyalty, it can also help you to reduce admin time down the line (such as controlling your menu across channels from a central source).



Integration: Your kiosk software needs to integrate with your POS and other ordering channels, so you can gather holistic sales data and maximise operational efficiencies in your back-of-house.



STEP 2

Choosing your hardware

Once you're happy with your software provider, it's time to move onto hardware.

Far from being a one-size-fits-all scenario, a good kiosk provider will offer hardware that's fully customisable, including colours, styling, payments and configuration options. Think of your kiosks as an extension of your brand: you want them to feel familiar to loyal customers and appealing to new ones.

As well as aesthetics, consider your hardware in terms of the problems it solves for you and your customers. Are you making the most of limited space? Is it possible to print a receipt or a ticket number, so that customers know when to collect their order? Will your provider help you to maintain your kiosks and troubleshoot any problems once they've been installed?



STEP 2 Choosing your hardware



McDonald's UK&I has announced it is investing over £250m over the next four years to redesign parts of its restaurant estate to reflect consumer demand for omnichannel ordering. Digital signage and kiosk manufacturer Evoke has installed over 6,700 digital devices into McDonald's sites since 2015.



"McDonald's has a long and successful track record of adopting technology to make their restaurants more efficient and improve the customer dining experience. Their 'Experience of the Future' initiative has increased their average order value by 30% in the UK and Ireland, while the Liverpool Street Station McDonald's To Go site now operates with the highest turnover of any location in Europe."



Dean Ward, Founder/CTO, Evoke Creative

STEP 2 Choosing your hardware

Think about...



Screen size: When it comes to kiosks, size matters. Larger screens are eye-grabbing and easier for some customers to use, but take up precious space and often cost more. Smaller kiosks are effective for smaller locations but can be harder to spot, potentially reducing overall usage.



Positioning: From countertop to free-standing or wall-mounted, there are a range of kiosk options depending on your space and the overall effect you're hoping to achieve.



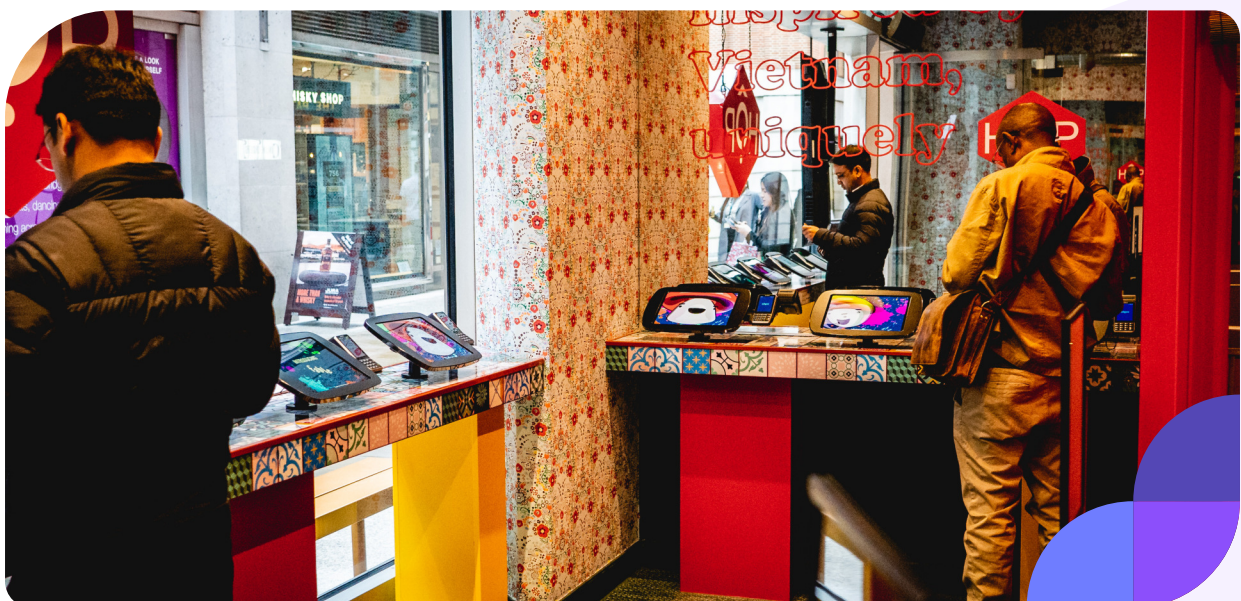
Branding: Consider how your kiosks will compliment the rest of your restaurant. Whether you opt for a fully bespoke solution or something off-the-shelf, the right hardware provider will help you to find something that looks great, without breaking the bank.



Functionality: Opt for a modular product that allows you to add or remove features at any stage, according to customer needs. For example, you might decide you need a printer for receipts, a scanner for 'grab and go' or loyalty barcodes, or an upgraded option for contactless payments.



Numbers: When it comes to how many kiosks you need, there are no hard and fast rules. Work with your hardware provider (and interior designer, if you're using one) to assess your space and decide what would be most effective. Remember, you can always add more down the line.





Space planning

It's no good investing time, energy and money into kiosks if your customers don't use them. That's why it's important to consider exactly how and where the kiosks will fit into your space to maximise adoption, prevent bottlenecks and create the best possible customer flow.

While many people assume that kiosks are simply added into your existing space, it's not quite as simple as dropping a couple of kiosks next to the door and letting your customers get on with it.

The ordering and collection process needs to be completely intuitive from the moment a customer walks in. That might mean **reimagining your space**, rather than trying to retrofit kiosks to suit your existing setup, taking everything from kiosk size to signage into account.

14%

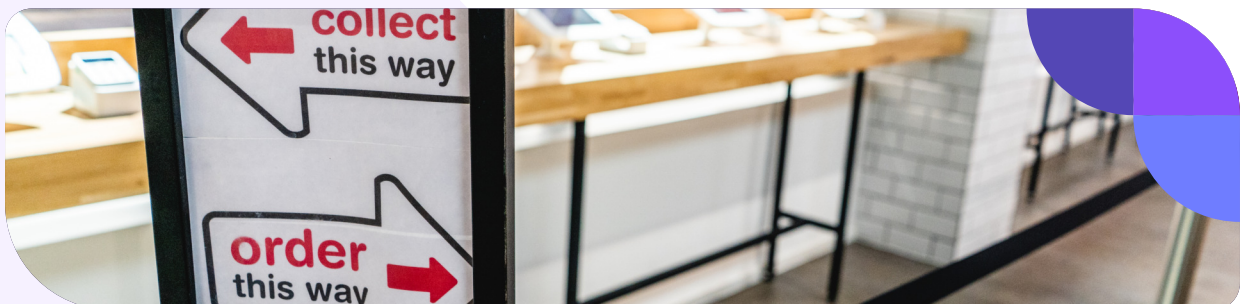
have had a negative kiosk experience when it wasn't clear where to go and collect the order

13%

of people have had a negative kiosk experience when it wasn't clear as to where the kiosk was or that they had to order through a kiosk

40%+

of kiosk orders are from the kiosk closest to the entrance (in a store with at least 3 kiosks)



*Data from a Vita Mojo survey of 1000 UK consumers, May 2022

STEP 3 Space planning

HOP is a Vietnamese quick service restaurant that collaborated with Vita Mojo and YourStudio to create a smart, customisable and efficient self-serve experience for customers. They built their space around digital ordering, with signage and clear areas for order and collection guiding the customer throughout the process. Since integrating the Vita Mojo tech suite, HOP has seen a 20% increase in ATV and a 25% reduction in kitchen labour.



YourStudio



"YourStudio are very proud to have been HOP's design partner for the past three years and delighted that we are working with them on their most innovative flagship location yet, HOP London Wall.

Integral to the project was enabling human connection through self-serve technology. In the HOP customer journey this is a feature moment, not an afterthought.

When it comes to embedding self-serve technology into our projects - we always suggest to our clients to meet on site and mark up the floor with a few planning options. In this case, meeting with the founder, Paul Hopper, on site gave us the opportunity to walk through the space and collaboratively discuss arrangements to the layout.

At YourStudio we collaborate with clients to create next generation retail experiences that inspire human connection and HOP's ongoing growth is the perfect example of success."



Pierre Bottriaux, Interior Designer, YourStudio

STEP 3 Space planning

Think about...



Placement: The biggest error operators make is tucking kiosks away in a corner. Put your kiosks front and centre to create a clear call to action for customers when they walk in. A better experience for them and maximum commercial benefit for you.



Signage: It has to be crystal clear where customers need to order and collect their food. Use collection screens to show a customer's name and/or order numbers when their order is ready, and make sure the collection screen is in a visible location. We also recommend investing in additional signage for collection areas to avoid confusion in peak periods.



Operational flow: Create a designated waiting area so that customers don't crowd the counter from all angles. Operators like McDonald's and HOP have designated waiting areas by the collection screens to reduce congestion and make sure customers know when their order is being prepared or ready for collection. They also have separate areas for courier pick-up to prevent confusion from customers and delivery drivers.





Order fulfilment

A great kiosk experience doesn't end after someone orders and pays: it ends when your customers get their food.

Kiosks will help you increase your order capacity significantly - but are the rest of your operations set up to support this increased demand? Refining the end-to-end experience for customers, front-of-house staff and kitchen staff, will help you deliver orders speedily and to a high standard.

Reimagining your labour model

It's no secret that the hospitality industry is struggling with labour shortages. With many businesses trying to make the best use of their budgets, fewer team members can be a necessity, rather than a choice. In these circumstances, the right technology, well deployed, can be a game-changer.

Contrary to common belief, self-service is not about cutting staff. Think of it as reimagining your labour model: freeing up team members from more mundane tasks and training them to take on more dynamic responsibilities. For example, McDonald's made the decision to redeploy some of their team to deliver food ordered at the kiosks to a customer's table, leading to a better experience for customers and team members.



STEP 4 Order fulfilment

Avoiding kitchen chaos

Your orders will come in thick and fast with kiosks, so make sure you're set up to deal with increased orders. Be ready to redeploy staff from your POS to the kitchen - the kebab chain I am Doner moved their FOH staff to their kitchen team to create orders faster and to a higher standard.

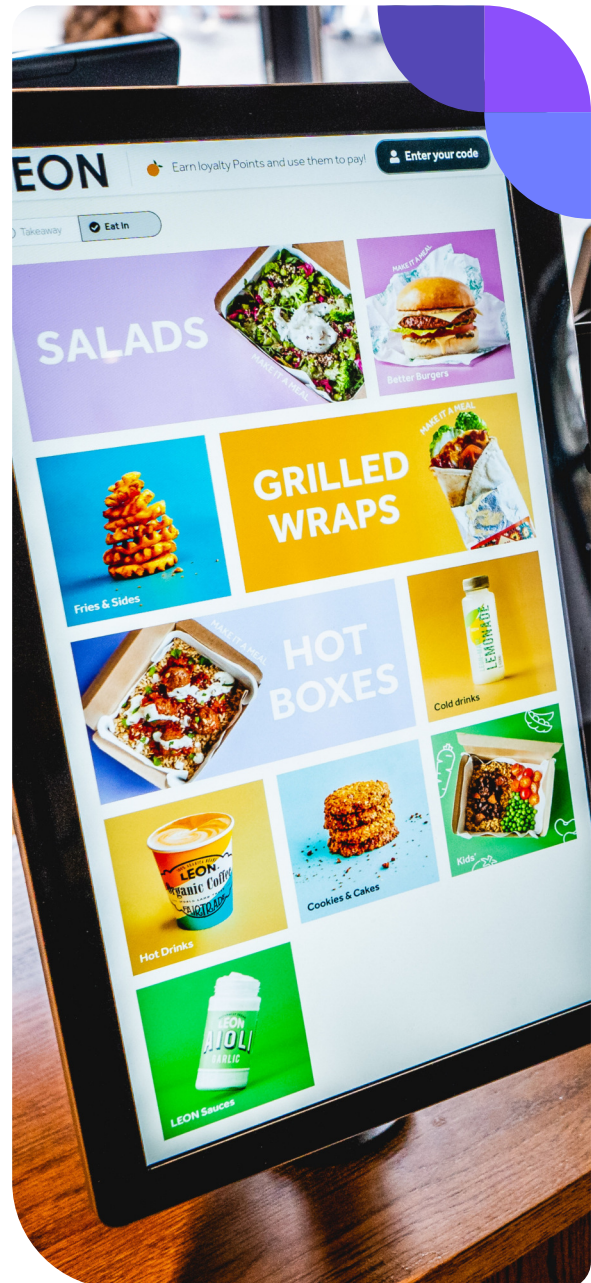
LEON



"The greatest unexpected benefit of our digital transformation and rollout of Vita Mojo's digital ordering solutions was the positive impact it had on our employees' mental health and wellbeing. Orders now come straight through from the kiosks. Our kitchens have gone from chaos to calm and our teams are much happier."



Glenn Edwards, MD, LEON (speaking at the 2022 Food to Go conference)



STEP 4 Order fulfilment

Roll-out

When the time comes for roll-out, our advice is to initially test and learn in your highest footfall locations. Develop a project plan in advance so you're clear on the initial test stores, what metrics you're looking to track, and how you're going to roll out kiosks after the initial testing period.

It's important to be agile and learn quickly - if you see kiosks working, you want to be in a position to reap the benefits by rolling them out to your other locations. You can continue to iterate the experience once your kiosks are live.

What comes next? The Testing & Learning process.

So you've installed kiosks - congratulations! Here are five things to consider to help you optimise your performance and ensure you're hitting your digital transformation goals.



Review your labour model. It's common to need to redistribute staff in the early stages of kiosk implementation. You might need to add extra pairs of hands in the kitchen or a role meeting and greeting customers to add that human touch.



Use reporting tools to help you collate data and draw out key insights. Which menu items are a big hit – and which simply won't shift? Is your upselling strategy effective or does it need refining? Use this knowledge to keep improving the experience for customers.



Optimise your menu for increased sales. Adding smart upsells and customisations is a proven way to drive up average order value and introduce your customers to new products.



Improve your menu layout and branding. Your menu is your chance to connect with customers and show off your brand at its very best. Make the most of the visual impact of kiosks by bringing your brand to life with high quality images, gifs and promotions.



Assess how the kiosks work in situ. Spend time observing your customers using kiosks: can they find the kiosks easily? Are queues forming where you hadn't expected? Touch base with your teams on the ground regularly for their honest feedback.

STEP 4 Order fulfilment

Think about...



Kiosk integrations: make sure you can integrate kiosks with your Point of Sale and Kitchen Management System. An increasingly popular option is to choose a kiosk provider who offers a full end-to-end solution. Instead of a fragmented tech stack with multiple providers and costly overheads, you can use one central provider to power your restaurant - and everything works smoothly together.



Order consolidation: It's likely that you'll also be juggling kiosk orders alongside those from delivery aggregators like Just Eat, Deliveroo and UberEats. Use a Kitchen Management System to consolidate all of your orders for accurate and timely fulfilment.



Collection screens and signage: Prevent a situation where customers are confused by using clear signage (e.g. 'collect here') and real-time updates via collection screens. HOP Vietnamese are the masters of this, with every part of their restaurant designed around ease and convenience.



Above all, remember that digital transformation is a journey.

Be willing to try things, make operational improvements and keep adjusting to maximise the benefits for your customers, your staff and your business. It might feel like a lot of effort, but if you implement kiosks thoughtfully and effectively, the return on investment will make it all worth it.

How Vita Mojo can help you get started with self-service kiosks

Figuring out self-service kiosks can be complex, and they are just one piece of the restaurant technology that modern operators need to juggle. That's why it pays off to look for a software provider who has experience with this process, and can provide consultancy, as well as technology, to support you on your digital journey.

[To find out more about how we can help, get in touch.](#)

