



Unlocking hospitality growth: How to make change happen





Introduction

It's never been more critical that hospitality operators embrace change and innovation that actually equips them to grow.

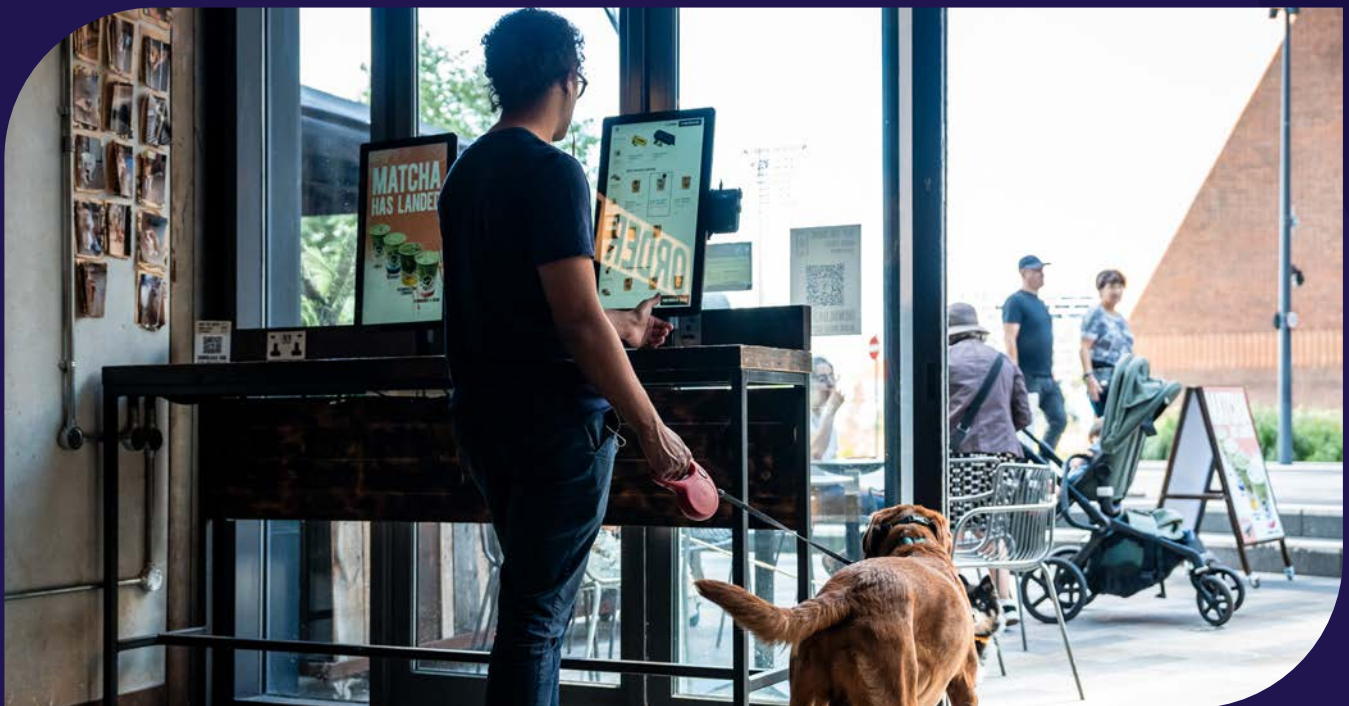
But is it worth making a big change when you've been operating the same way for so long? How disruptive would implementation be to operations? How do you know what kind of tech partner is going to actually invest in your business's future?

Tech is often creating obstacles that hold back operations from growth. In fact a massive 87% of operators in larger businesses have frustrations with the tech they're using.

But the unknown is daunting.

Technology should make order management more efficient, increase revenue, and decrease labour costs - combining to unlock new growth opportunities.

In this guide, we provide a route to change that will make the process less daunting. We shine a light on why it's so critical for hospitality businesses to analyse and improve their tech, what you're missing out on if you don't, and how leading brands have undergone digital transformation and succeeded.





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1. Why do we need to change?

Every business will have its own answer to this question, and there will be multiple reasons that make up that answer.

But they aren't always easy to identify, and seeing the long-term effects that inaction can have on growth can be difficult with so much to deal with day-to-day.



Let's start with one of the most important questions that arises whenever new hospitality tech is being considered...



Do customers really want more tech in restaurants?

Do customers like using kiosks?

64%

of consumers said they would order more via self-serve kiosks.

92%

for Gen Z customers and 82% for Millennials said they would order more via self-serve kiosks.

60%

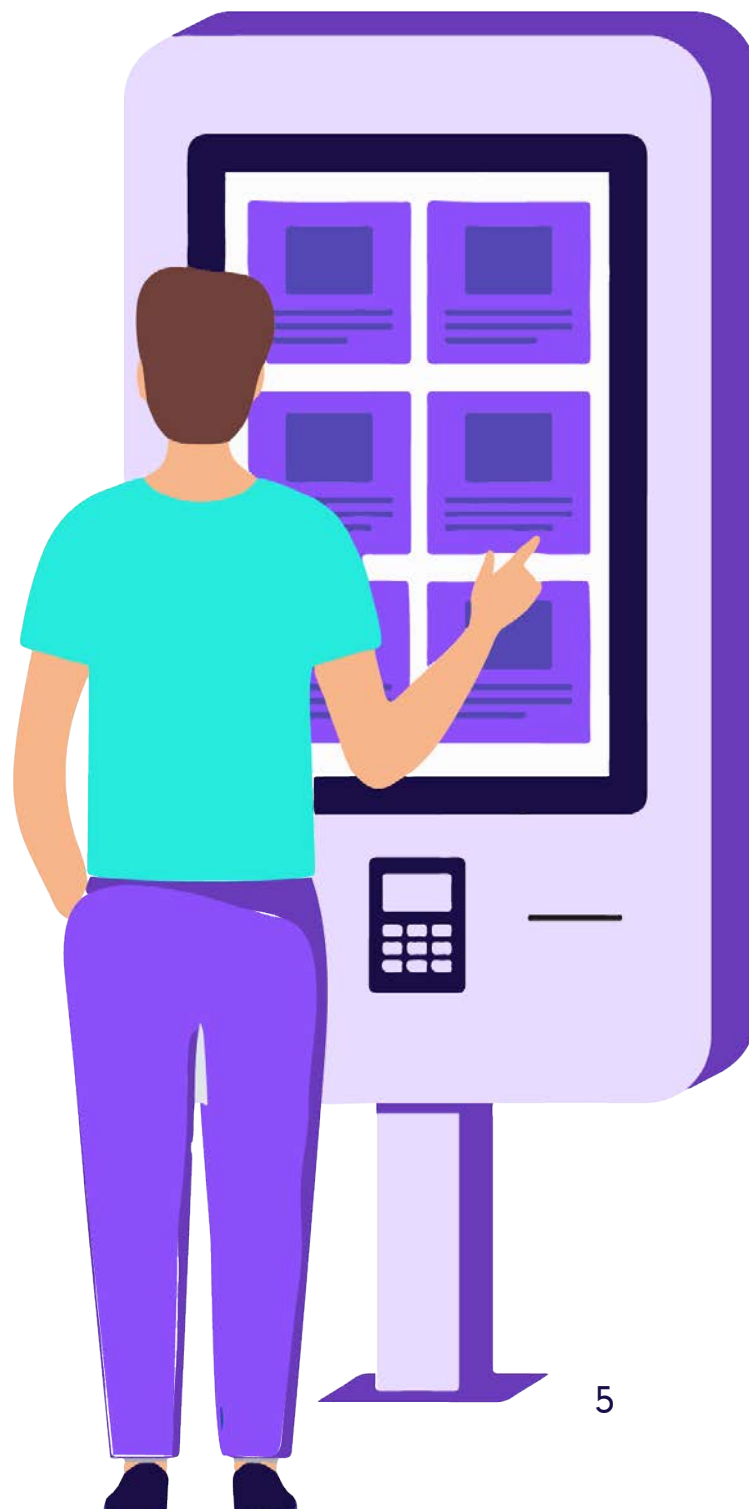
of people would be influenced to choose one outlet over another based on them having kiosks

64%

say they would visit more often if they were available.

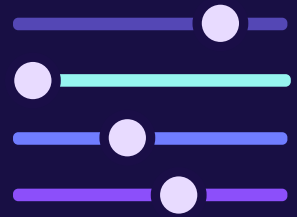
The main reasons? Customers find them quick and easy to use. 46% feel that not having to queue is a benefit, while 63% say it's easier to browse the menu on a kiosk than via a menu board.

Research: 'Build a restaurant of the future with self service kiosks' - <https://hubs.la/Q02JxgWHO>





Personalisation can be built into digital ordering



Mastercard recently pointed to smart personalisation as a key trend for the industry in 2024.



“When a diner uses their app, visits the site or orders at a digital kiosk, contextual factors and data can be used to tailor the diner’s experience and suggest items based on past purchases, current trends, time of day or even weather.”

Similarly, Forbes noted a real demand for personalised dining experiences.



“Technology is crucial in this trend,” Forbes says, “as data analytics enable restaurants to understand customer behaviour and tailor offerings accordingly.”

Neil Sebba, Managing Director of Tossed, highlights how personalisation driven by technology improves the customer experience.



“The other key benefit is how easy it is for customers to browse the menu and personalise their order, without feeling rushed. What sets us apart is our focus on personalisations, and the software really brings this to life. 66% of customers modify their orders and guests love the fact that they are free to play with different options, without feeling rushed.”



Mobile experience

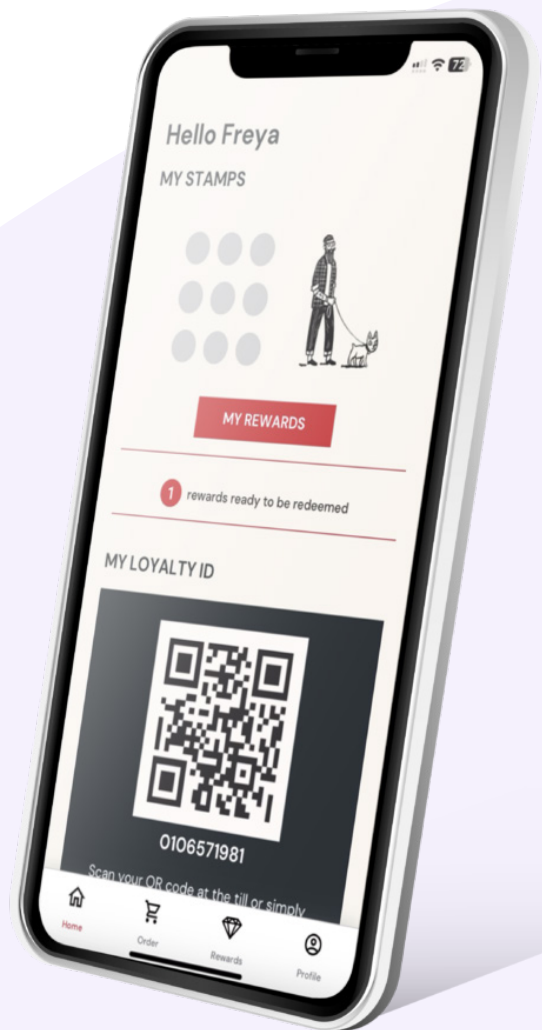
GAIL's Bakery has seen customer demand via mobile channels first-hand, with its loyalty app boosting customer engagement for the craft bakery brand.



GAIL's

“Nearly a third of our customers are using the loyalty app, which is one of the highest engagements across the industry. We love that people are so passionate about the loyalty scheme.”

Marta Pogroszewska,
Managing Directors, GAIL's Bakery
(speaking at London Coffee Festival 2024)



Mastercard expects global membership in digital loyalty programs to reach a massive 32 billion by 2026. GAIL's is certainly one of the brands leading the charge, here. But there's still a massive gap for other hospitality businesses to adopt them too.



What will it cost us if we don't change?

**In today's hospitality landscape,
standing still is a surefire
way to get left behind.**

We've seen how customer demand for tech is only growing, but there is a significant operational price to pay for sticking with old tech, too.

In reality, not only are you actually cutting yourself off from real revenue, there are steeper costs to inaction that will impact your business in devastating ways.





The ripple effect of inaction: short-term costs


If you haven't updated your hospitality tech for a while, chances are your operation on the ground is grappling with the resulting challenges.


For example, most tech stacks have historically been built with the POS as the central pillar. With the POS provider in place at the centre, operators have turned to separate point solutions to run individual parts of the operation bolted on to the central POS.


This can mean different suppliers delivering your order channels, loyalty scheme, and data requirements - not forgetting each third-party delivery channel you work with.

The reality of this web of different providers and platforms can be a nightmare for the teams actually working in your sites.

For example:

-  An inefficient, chaotic kitchen as they struggle using multiple tablets from multiple providers

-  Hours of wasted time spent on menu updates that need to be repeated across channels

-  No visibility on data that reflects the entire operation



“My biggest frustration with our old tech stack was that it was very fragmented. Nothing integrated well with each other. We had a POS from one provider taking orders; six tablets from different delivery partners; a separate stock system’ and a loyalty app. The systems didn’t speak to each other.”

Richard Gilliatt
Digital Brand Manager, Crepeaffaire



And that’s not even considering the knock-on effect this can have for your customers. Long queues, a lack of personalisation, inaccurate order fulfilment and loyalty schemes that don’t work across different channels - your customers are feeling the pain as well as your team.



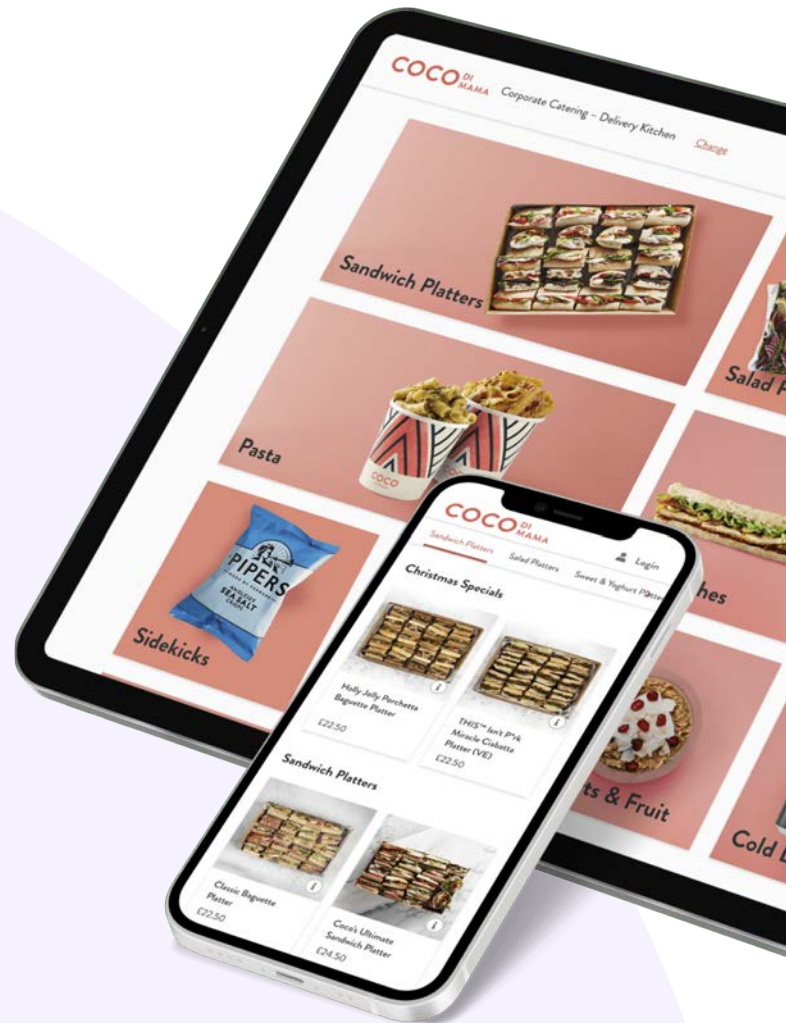
The ripple effect of inaction: long-term costs

The ripple effects of these problems can be devastating for your operation in the long-term.

Symptoms of outdated tech, such as wasted hours on manual admin, lack of flexibility, and no single source of truth make growing your brand next to impossible.

Think about:

- ? How can you increase orders (and revenue) if your kitchen can barely handle the orders you get now?
- ? If your team is spending hours on menu updates with the order channels and locations you have now, how much will this inefficiency increase if you expand to different channels and more sites?
- ? How can you spot growth opportunities when sales data is spread across multiple, inaccessible platforms?



Every complexity your current operation suffers from will only multiply as you add new channels, locations or brands to your business.

Standing still will not only make your day-to-day operations more difficult; it will ultimately stop your business from scaling.



The opportunity cost

And it's not just about how outdated tech is harming you, it's about what new tech is gaining for your competitors.

All it takes is to look at your competitors who have embraced new technologies and forged an innovative future for themselves to see the opportunities your operation is missing.

If you're sitting idle, your competitors are out there innovating, and potentially stealing your customers. The longer you wait, the more ground you lose, and catching up gets tougher.



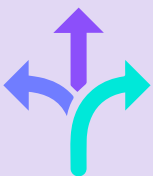
Revenue: Every day you delay trying out new ideas or technologies, you're saying no to potential revenue.



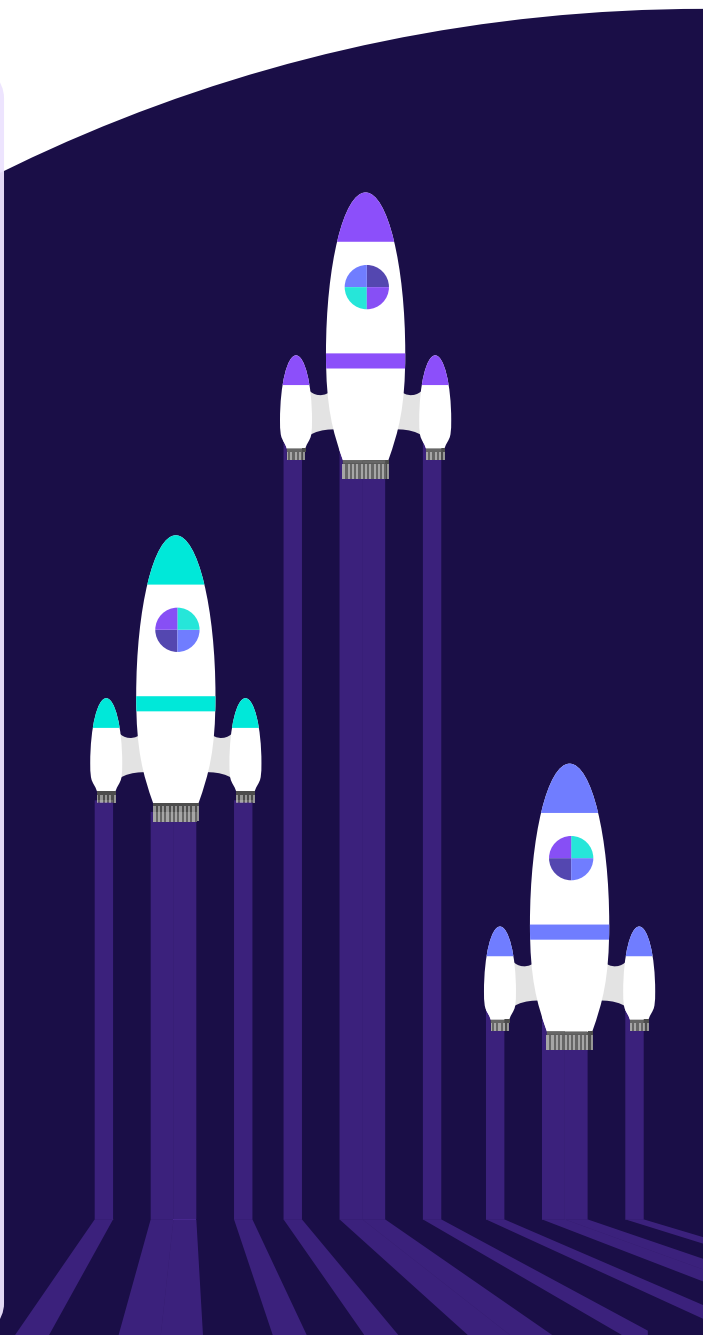
Brand: Customers want to see proactive and responsive businesses. If you're seen as slow or resistant to change, you could lose their trust and loyalty. Staying relevant and meeting their evolving needs is paramount.



Robustness: Outdated tech is often unreliable, with multiple points of failure built in – especially when it relies on multiple-point solutions. Failing to upgrade tech could lead to costly disruptions, affecting not only revenue but also your brand's reliability in the eyes of customers.



Valuation and exit strategy: If your ultimate goal is to sell in the future, standing still can significantly impact your business's valuation. Potential buyers won't just assess current performance, but also operations' long-term scalability and sustainability. Inaction and a lack of innovation will hinder the attractiveness of the business as an investment opportunity.



2. How do we know where to start?

Hospitality is a hectic industry. It can be easy to get caught up in the day-to-day and put off making a decision or critically examining your operation.

But taking stock of your current situation is exactly what you need to do to avoid the pitfalls of inaction.

Here are a few questions to ask yourself to get started:

- 1 ? Are our processes as efficient as they could be; what hospitality tech options are there to improve efficiency?
- 2 ? Are we using the latest technologies to make our customer experience the very best?
- 3 ? What can we learn from what our competitors are doing, or not doing?
- 4 ? Are we staying ahead of industry trends and adapting to changing consumer preferences?
- 5 ? Are we making our business a satisfying, positive and enriching place to work?
- 6 ? Do we have the flexibility to explore new revenue streams and expand our offerings?
- 7

By answering these questions and taking proactive steps to address any issues, you can avoid the cost of inaction by making firm and confident decisions, positioning your business for long-term success.

Because when it comes to the cost of inaction, the price is just too steep to pay



“As pioneers, for us, it’s always a question of whether the technology would ever be or will ever be possible. Change is hard as a business; so it’s critical to find the right partner, committed to building best-in-class tech together, constantly. The results then speak for themselves.”

Neil Sebba
Managing Director, Tossed

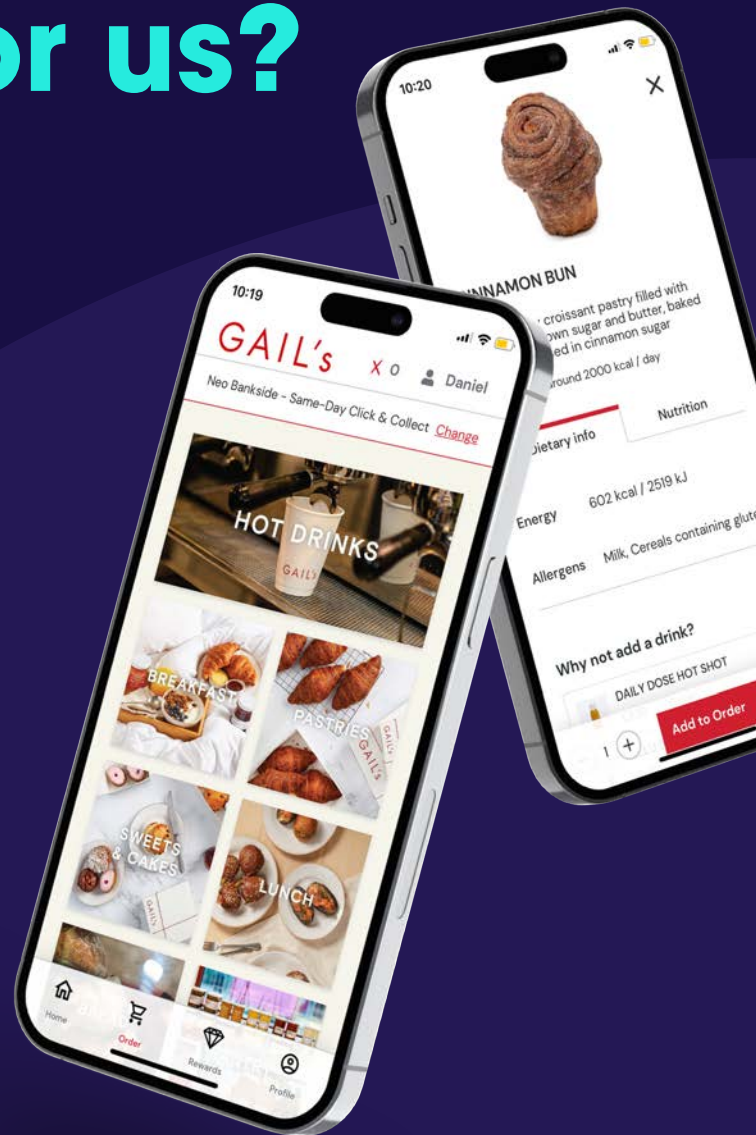
3. How do we know which partner is right for us?

Speaking at HRC 2023, Rosie Hill – Head of Ecommerce at GAIL's Bakery – was asked what advice she'd give for brands starting their digital transformation.



GAIL's

“Take some time upfront to think about where you want to go in three to five years. Because in the early years, we picked partners that weren't scalable, or weren't quite aligned to the needs that we had even then, let alone needs as they changed.”



The friction between GAIL's and its old restaurant tech suppliers isn't a unique story. Every operator dreams of a tech partnership that empowers them to achieve business goals. In reality, even a basic level of tech support is often more than they can hope for.

This can cause a mistrust of tech suppliers that makes it hard to envision changing making much of a difference: what if the next one is more of the same?

But a successful tech partnership is possible, and it relies on just that: a partnership.

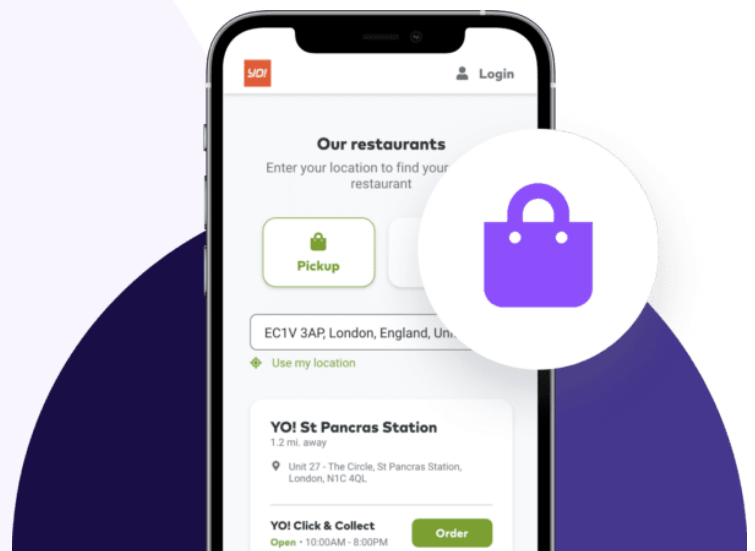


What is the difference between a supplier and a partner?

Whilst these terms are often used interchangeably, the industry is seeing an increasing difference in the way tech is delivered to operations.

A restaurant tech supplier, for example, will offer a quick, out-of-the-box software solution to a specific problem in your operation. Beyond the initial setup and installation, though, support starts to drop off.

A tech partner will build and manage multiple solutions customised to your operation, and innovate alongside your business as it grows. They take a more consultative approach and are invested in your success.



Most operators have frustrations with their supplier

If you're feeling unsatisfied with the level of tech support you're getting from your suppliers, you're not alone.

85% of restaurant operators value support more than any other service from their POS provider. And yet, **more than half** of have frustrations with the support from their current POS supplier.

This rises to a staggering 87% for the largest business size. Evidently the larger the company, the harder it appears for POS providers to deliver a consistent level of support.

Finding a restaurant tech partner that can scale with your business is essential for long-term success. The more point solutions your operations rely on, the more difficult this becomes. An 'install-and-go' supplier might be able to match where you are now, but what about in three years?





Fewer problems, faster fixes with a partner

And when things really go wrong, these frustrations can quickly turn into disasters.

36%

of operators report that the biggest challenge they have with tech is experiencing too many errors and too much downtime.

Streamlining operations so it's being managed by just one tech partner reduces the risk of downtime significantly. Your operation is no longer being held together by a string of different suppliers. It also means that if something did go wrong, you can rely on a single support team to get the problem fixed.



A partner is invested in your unique business

One of the most important elements of a true tech partnership is a more consultative approach.

Install and Go suppliers might get you up and running on a new channel quickly, but direct involvement and interest in your operation tends to dry up at launch. Almost a third of operators report one of the biggest frustrations with their POS supplier is a lack of support in how it can help with their specific business problems.

A restaurant tech partner is invested in your business's success and growth, and will get hands on with the challenges unique to your operation.

This extends beyond launch. A true partner will help you make the most out of tech for the long run. They'll also innovate alongside you to solve problems and elevate your business.



GAIL's

"That's something Vita Mojo is great at: building flexibility into the systems. We know we can input into the roadmap and we'll end up with a product that we'll be genuinely proud of and that would actually solve problems."

Rosie Hill

Head of Ecommerce at GAIL's Bakery



4. How do we know which tech approach is best for us?

The main priority in choosing a new tech stack

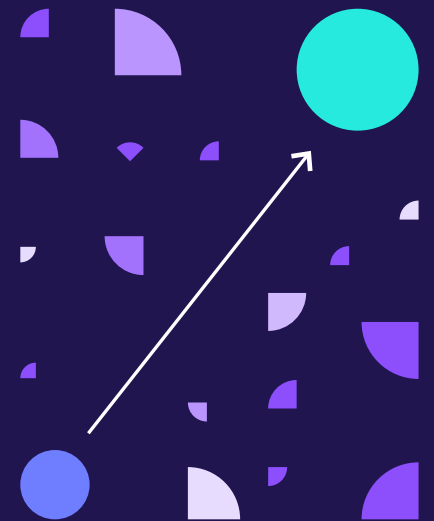
No operation can afford to waste time and money with inefficient tech.

And yet 56% of restaurant operators have frustrations with their POS provider, a number that rises to a staggering 87% for the largest business size.

While most operations report that growing revenue and increasing customer footfall are their top priorities for their business, over half of those operators also reported needing more time to achieve those goals.

Therefore, one of the most important considerations when deciding on new tech is to ask the basic question: how will the tech improve efficiency across my entire operation? All vendors will claim to improve efficiency, so your job as the buyer is to investigate and validate that claim.

Getting to the heart of this question is the best way to ensure your new tech unlocks business growth potential instead of holding you back.



Current options available: POS-centric vs. Order-centric

POS-CENTRIC TECH STACK

- VS -

ORDER-CENTRIC SYSTEM

Start with a POS and build further functionality with point solutions and integrations.

The benefit of this approach is that you can partner with providers who are experts in the single-point solution they deliver. The drawback, though, is that you're left with a fragmented tech stack dependent on third-party integrations.

A new approach to restaurant tech focusing on streamlining orders, centralising menu management and unlocking new growth opportunities by removing inefficiencies.

It combines all the required elements of the end-to-end order lifecycle into a single, unified system from one partner that doesn't rely on a complicated web of integrations to work.



What questions to ask the vendor

To understand which approach is best for your business, you need to conceptualise how it will solve challenges and unlock growth - while also identifying (and avoiding) the tech that will add complications further down the line.

These nine questions will help identify the options and approaches available to your hospitality business.

- 1 How will the tech increase efficiency and decrease complexity?
- 2 How will the tech help increase revenue and growth across channels?
- 3 How will the tech make your operation more robust and reliable?
- 4 How will the tech empower data-driven business decisions?
- 5 How will the tech take the pressure off your labour model?
- 6 How will the tech scale and develop with your business?
- 7 How will the tech help you deliver an omnichannel guest experience?
- 8 Will the tech be delivered by a partner that understands and supports your business?
- 9 What is the upfront cost and long-term value?

For a deeper dive into these questions, please see our complete [Hospitality Tech Buyer's Guide](#).



Change is hard as a business. So it's critical to find the right partner, committed to building best-in-class tech together, constantly. The results then speak for themselves...

Neil Sebba,
Managing Director, Tossed

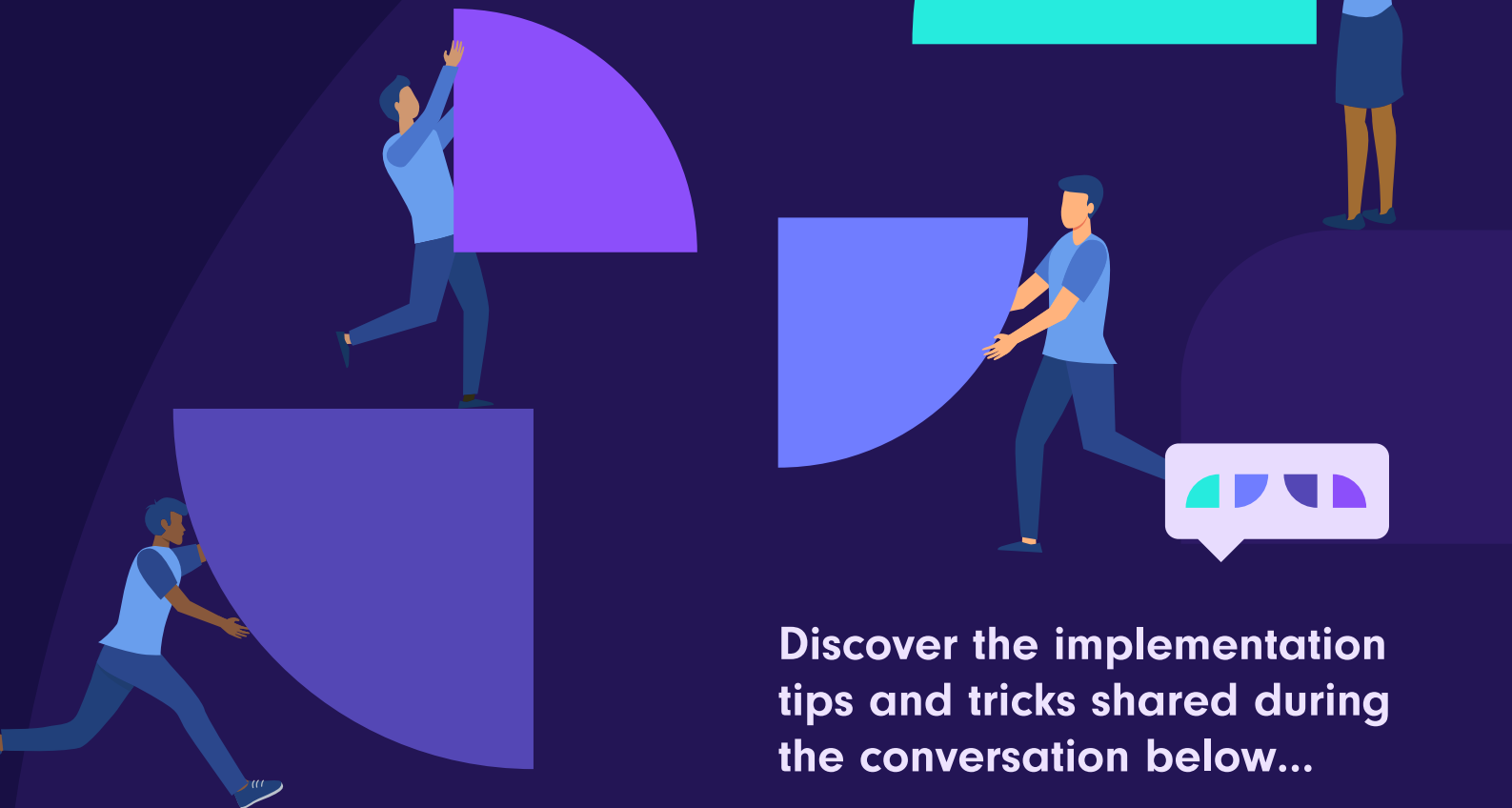




5. How do industry leaders **change their tech?**

Luckily, other pioneering brands have already embraced innovation and agility, and these experts can provide tips, tricks and best practice as they've already paved the way.

Mariam French – Marketing Director at LEON – and Andrew Brook – Head of IT at Tortilla, spoke at the Hospitality Tech Expo 2023, and it was a chance to hear how these iconic brands have approached digital implementation and strategy.



Discover the implementation tips and tricks shared during the conversation below...



1. | Outline exactly which problems you want tech to solve



“The Californian Taqueria is about the fun and the theatre of building the food, and seeing it built in front of you.

So I had a tough job on my hands when I came in earlier this year to really sell digital to our CEO more than anyone.

And he entrusted me to launch our concept store in London Wall, where we’ve **partnered with Vita Mojo to go kiosk-only for the first time.**

It’s important to remember what the challenges are that we’re trying to overcome, and that’s ultimately throughput and **servicing customers quicker** in our central London locations.”

Andrew Brook
Head of IT at Tortilla

TORTILLA

2. | Work with your tech partner and team to maintain your unique brand



“We pride ourselves that when you walk into a LEON, you should have an experience that’s full of sunshine. And before the introduction of digital ordering, you’d get that instant warmth as soon as you walked in and went to the till to place your order.

Now with guests ordering through kiosks, our teams are saying “how do we give that big warm welcome? How do I give that sunny experience?”

We’ve had to shift our thinking a little bit.

I put a lot of pressure on our digital providers to make sure firstly that the ordering process

is really functioning and that we’re not adding any hassle to a guest journey.

Secondly, does it look and feel vibrant? So that sunshine is coming across with the imagery, the colours, the food, does it still look delicious.

And finally, we took our team on that journey: when you’re handing over the food, that’s the opportunity to have that connection. You make eye contact, you have a little chat, call them by their name if it feels appropriate.”

Mariam French
Marketing Director at LEON

LEON



3.

Communicate the reasons behind digital to your teams



“At the time when we were in a real labour shortage, actually, digital ordering enabled us to have that throughput and still be able to take all our guests’ orders, and just redeploy and shift teams.

So that was actually one of the reasons we could stay really agile and alive – effectively – and keep taking orders.

So it was really important from a functional perspective, and we had to take our teams along that journey as well. To say **“This isn’t about robots taking your jobs, actually it’s to make your life easier, so you can focus on having that interaction and making sure food’s perfect every time.”**

Mariam French

Marketing Director at LEON



4.

Establish a data strategy to stay competitive



“The important thing for me is I can now provide the data to make decisions and accurate, reliable data. Whereas previously we’ve struggled somewhat to be able to produce that.

We can make a decision based on reliable data – that’s so important in this day and age.

Having reliable data has to be at the heart of digital strategy, and understanding our customers when it’s cutthroat out there and we need every customer we can possibly get through the doors. Having data and understanding our customers is so vital and that should be the foundation of a digital strategy in my opinion.”

Andrew Brook

Head of IT at Tortilla





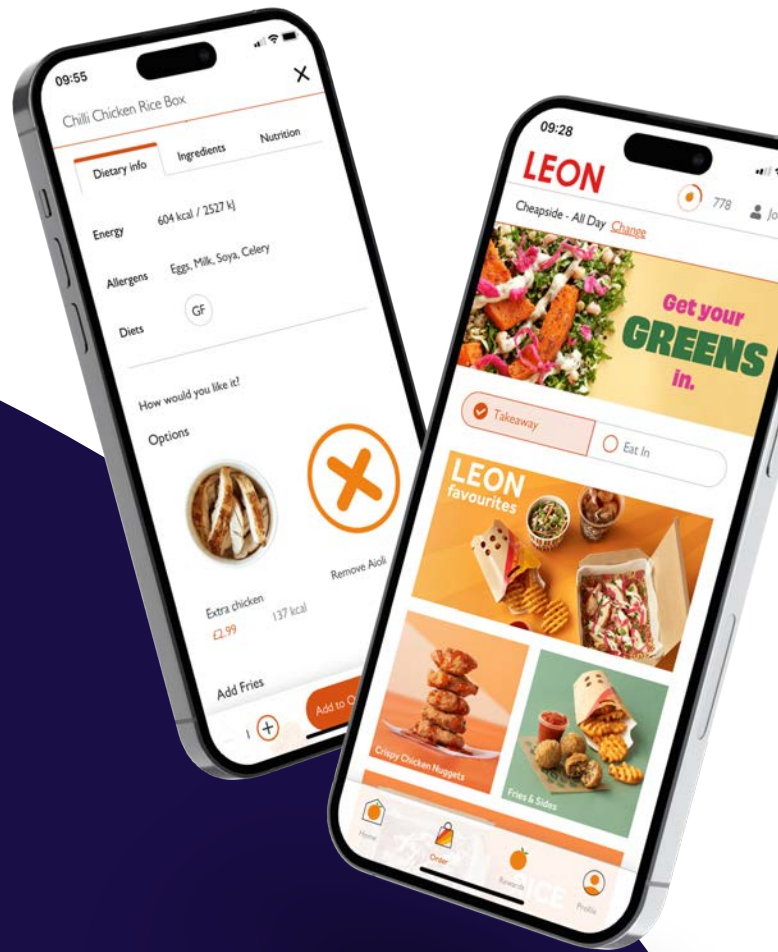
5. | Test your own tech within the business



“Everyone at LEON HQ has to use the app to place an order, so we’re our number one bug testers. We also have a certain amount of days that we go in and just test our kiosks in the restaurants.

Listen to your guests as well. Get your guest feedback directly into the teams that are doing digital implementation because **it shouldn’t just sit as an IT project: make it the fabric of what you’re doing and be agile.”**

Mariam French
Marketing Director at LEON



6. | Choose a tech partner that’s invested in the success of your business



“A really important decision for me was making sure that I partnered with the right company, and **Vita Mojo has been great.** They really understand our brand. They’re not just a technology company. They’re operators, they’re marketers. And they’ve been fantastic to work with on this project.”

Andrew Brook
Head of IT at Tortilla

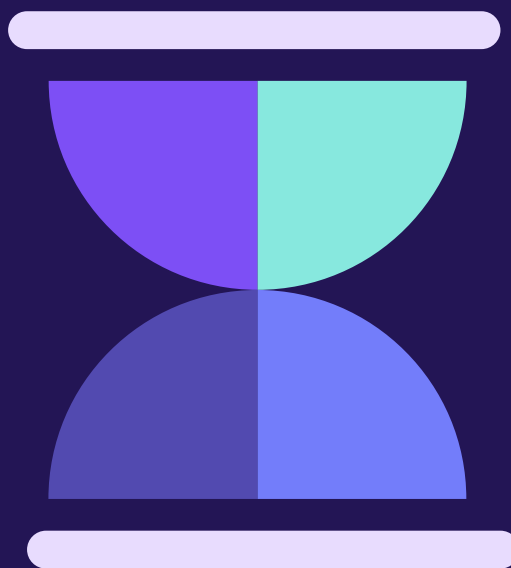




6. Won't launching new tech across all our sites take a long time?

If there's one thing that hospitality operations can't afford, it's a lot of disruption. This is another reason that change can be so hard to make happen: no one wants to lose time to a slow implementation process.

This is why choosing a flexible, agile tech solution is so important. A critical benefit is that it can be rolled out and launched across multiple sites quickly, no matter the shape and size of each location.





Wenzels x Vita Mojo: Unlocking efficiency across 103 sites in just 30 days

Wenzel's

Founded nearly 50 years ago, family-run bakery chain Wenzel's has expanded from its base in North West London to more than 100 locations around England.

Part of the process was to launch Vita Mojo's POS, Centralised Menu Management and Kitchen Management System in all of its 109 stores.

The project began with an initial pilot of six stores. Then one month later, Wenzel's and Vita Mojo began the ambitious target of rolling out the new tech to its remaining 103 stores in just 30 days.

Director of IT Fabian Lapusneanu spoke to us about the impressive journey of training, installing and launching so quickly.



"In February, we launched our first site, which was three minutes away from where I lived so that I could go in if needed.

Two area managers and I conducted the site's training the day before going live. Two hours before the store closed, I conducted training in the back of the shop, going over the till, the KDS, the HR side of things, inventory—everything.

The next day, we went live, and because that was the first site, we had three people from Vita Mojo, so it was quite a busy day.

As expected, the staff spotted some small issues—they're really good at spotting issues because they're using the systems constantly—so that time was used to iron those small issues.

continued >>





Three weeks after that site went live, we rolled out five further sites. That was done in a similar fashion - five consecutive days of training until we had those stores all onboarded.

During those five days, I always had two area managers with me so they could see the training session, and understand the systems better. Toward the end of February, we took about two more weeks fleshing out the system, making changes, and on the 17th of March we started the big rollout across the estate.

We discussed a couple of different iterations of the rollout. We settled on a 3 6 6 formula: three stores a day, six days a week, for six weeks.



So initially, we did the same thing we did with the initial six stores: training in the afternoon, going the next day to the same store to assist the launch in the morning, and then in the afternoon, you go to the next site and so on.

As we were doing the training, we were installing the system too, so everybody was setting up the KDS, setting up the printers, downloading the app etc. So everything from implementation to set up to training was done internally - obviously with Vita Mojo at the end of the phone if anything major happened. We also had a Slack channel created for any immediate fixes that were needed.

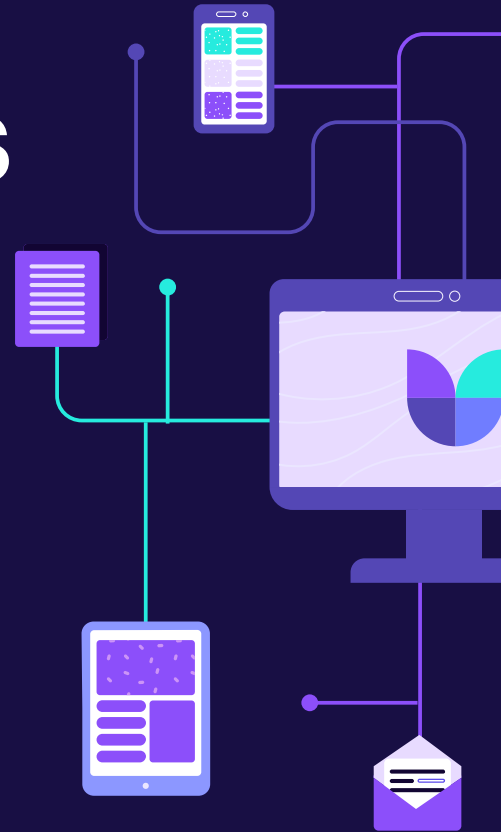
After about two weeks, everyone became a bit more confident in setting up, installing, and conducting training sessions, so we eliminated the morning visit to the shop.

The last site has gone live as originally planned; we managed to get it done."





7. The change your business needs, built together



The Vita Mojo Order Management System transforms chaos into confidence for hospitality operations. It brings all the elements of order management - including digital ordering, loyalty, menu management and back-of-house systems - together in one place, increasing efficiency and revenue whilst saving labour costs.

But we're more than just tech. We truly partner with businesses to deliver continuous support, flexibility and problem-solving, whilst proactively spotting growth opportunities your operation can take advantage of.



30%

increase in average transaction value with digital ordering

500

hours saved on menu changes across multiple platforms

1

consistent & bconnected system to run the whole operation



"We had a fragmented tech stack where everything was disjointed and separate. We didn't think there was a solution for this but Vita Mojo's Order Management System has helped us simplify our processes massively."

David Ellison
Chief Operating Officer, Deep Blue



LEON

233% increase in Click & Collect customers

15% increase in ATV on Kiosks vs. EPOS

95% of all orders are placed digitally



“Vita Mojo’s powerful digital ordering platform and obsessive approach to client success make them an exceptionally valuable partner for any restaurant brand.”

Hugo Engel
LEON Restaurants

crêpeaffaire

49.5% increase in ATV across digital ordering channels

61% higher spend through Mobile Order & Pay vs. POS

62k new customer loyalty accounts created



“We were using three separate, fragmented systems to do what we can do now with just one platform. Moving to one provider has completely changed the game.”

Richard Gilliatt
Digital Brand Manager, Crepeaffaire



The tech partner for growing operations

Book a chat with one of our hospitality tech experts now to learn more about how a partnership with Vita Mojo will help you make the changes you need to confidently future-proof your business.



[Book a chat](#)

