Final Report

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Analysis of Current Service Model

Analysis of current service model

The current single-point model is no longer effective in providing McDonald's targeted experience. In order to understand what changes need to be made, we need to first understand where the current model falls short.

First, an analysis of the **Customer Journey** will allow us to better understand how a customer experiences McDonald's service, and where their needs are not being met.

Second, the current model will be evaluated for its ability to meet both the **Forever Young brand objectives** as well as **Customer Experience design criteria**.

This process will provide actionable insights used to guide the creation of future service models.

Customer Journey : The Single Counter Point

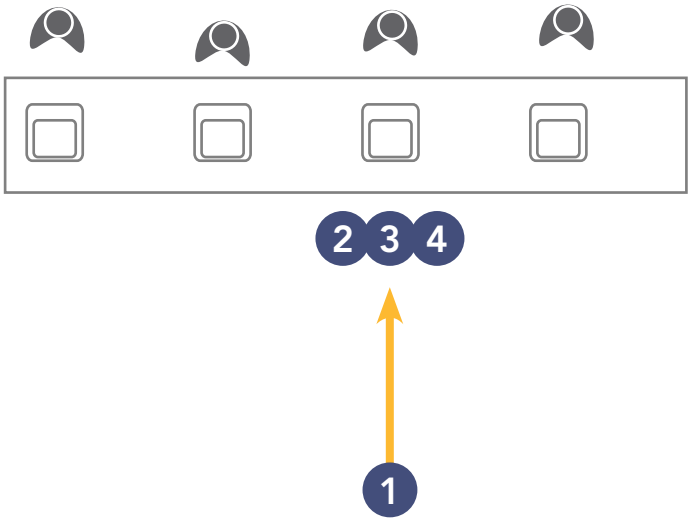
The most common model in the QSR industry, the counter single point provides customers with one point for ordering, payment and receiving food. Although simple in process, the experience has four distinct stages, each with different customer goals and needs.

Approach
The Approach stage begins when the customer enters the store and ends when they place their order. It involves the orientation and queueing activities and sets the stage for the rest of the experience. The customer's primary need here is direction.

Ordering
The most active mode of the experience, Ordering consists mainly of the interaction between crew and customer in which the customer relates their order and any other special requests. The customer's primary need here is consistency.

Payment
Payment includes the act of paying for the food and receiving your change. Typically, it also signifies the end of the customer's interaction with the crewmember. The customer's primary need here is clarity.

Delivery
The final step in the experience is Delivery. Here, each order is paired to the proper customer and presented. Customers may also confirm their order as a final step. The customer's primary need here is re-assurance.



The Customer Journey diagrams the steps of the Single-Point model

1. Approach
- Enters/orients
- Identify open registers
- Queue up

2. Order
- Place order
- Customize order
- Specify eat-in or take-out

3. Payment
- Pay for food

4. Delivery
- Wait for food
- Receive food
- Confirm order

Approach

As the initial step in the process, the Approach is highly significant to customers and plays the important role of setting-up a compelling and satisfactory experience.

Actions
The customer enters the store and initially orients herself with her surroundings. This act may not be conscious, but for a new customer it becomes very important. Questions such as *Where do I order?* and *Where is the end of the line?* are asked each time a customer enters a store.

Customers encounter multiple points of access in the form of sometimes up to five seemingly identical POS systems or registers. Although in most cases all of them are active, they are not always manned. Aside from an employee's presence, there are no other cues given as to whether a register is open or not. This creates customers who are unsure of which register to approach.

Without any direction, the lines take on a very informal formation. There are no clear marking as to where or how lines should form. Additionally, if there is a line at one register, employees will often call a person to a different one. This haphazard method of lining up creates confusion in customers and extra work for employees. Customers tend to either form one long line or an even more general assembly, and wait to be called to a register.

Environment
Upon entering, customers are presented with counter, crew, cooking equipment, menuboard and other signage, and other customers all at once. This can be overwhelming and confusing.

Aural stimulation is also heavy. Customers hear a variety of cooking noises, beeps and order related conversations.

Additionally, the space is not organized. The wide open area in front of the counter gives no clues to how customers should interact with it.

With no clear hierarchy or wayfinding established, customers become over-whelmed with the myriad of competing messages.

Interactions
There is little interaction between customer and crew during the approach phase. Customers often rely on one another to determine line order and structure.

Objects
Visual elements such as menuboards and other signage are crowded around the counter.

The kitchen equipment provides a noisy and possibly distracting background to the interaction while only providing customers with a limited amount of useful information.

Users
Primarily customer centered, with some assistance from crew if able or necessary.

"I can never tell where the line ends, or who is in it. I usually just stand there waiting to be called."

Order

The Ordering phase allows McDonald's to present the customer with a unique experience. However, accuracy and timeliness remain the primary concerns.

Actions

The order process begins when the customer either moves up in line or, more commonly, is called to the register.

When the restaurant is less busy, register operators will often call a customer as soon as they enter the store. While this does send a message of attentiveness, is can also be discomforting for customers who have not yet decided what they want.

Customers place their order through answering a series of questions from the crewmember. Many customers know the routine and answer questions clearly, but some customers can be caught off guard. ("What's Splenda?")

The crewmember will sometimes, but not often, repeat the order for confirmation.

Environment

The customer's awareness of their environment is much more focused. They are now concentrating on a much smaller area of the store, the crewmember and menuboard.

The customer may be consciously aware of other customers near them, which can alter ordering behavior.

Interactions

The interaction between customer and crew varies between locations, but generally follows an established and common "order ritual." Questions outside of the established norm can distract or confuse customers.

During busy times both crew and customer's primary concern is timeliness. Interactions are generally a series of short questions from the crewperson designed to guide the customer to a complete order and ensure a level of accuracy.

Objects

The dominant objects are the menu board and POS system. Each participant is connected to a different object, the customer is engaged with the menuboard while the crewperson is engaged with the POS.

The POS display is difficult to read and provides the customer with little information about their order.

The counter acts as a common ground barrier over which the transaction takes place, separating the customer and crew.

Users

Crew and customers are equal participants in this interaction.

"Sometimes the crew members offer to help me as soon as I walk in the door. It's kind of annoying."

Payment

While the Payment is the shortest interaction of the process, it is also the point where customer and crew member communicate most directly.

Actions

The crewmember tells the customer their total and it is also displayed, but hard to see, on the POS. This is often the only cue the customer has to the accuracy of their order. *Does that sound like the right total?*

The receipt is used to keep track of orders between employees, so the customer doesn't usually get the receipt until they also receive their food.

Environment

The customers environment collapses even more during the exchange as they concentrate almost exclusively on the crewmember.

Interactions

Rather than communicating "through" the menuboard or POS, here the customer communicates directly with the crewperson. This provides the best opportunity to add a personal touch to the experience.

The exchange of money adds another layer of interaction.

Objects

Money, in the form of cash or credit/debit cards, is introduced during this phase. The sales receipt also plays a functional, yet non-obvious role in the exchange.

Users

Crewmember and customer are still the only participants.

Delivery

As the last stage in the interaction, it is important that Delivery provides the customer with confidence that their order is correct.

Actions

Customers must wait for their order to be completed. However, it is not always clear where they are supposed to wait. This makes presenting the order to the correct customer difficult, and also makes the customer apprehensive.

When the order is ready, the runner presents it. If the owner of the order is not immediately apparent, the runner can hand it to the POS operator who in turn presents it to the customer. Other means of connecting order with the correct customer include the runner asking the POS operator, asking the customers directly, yelling the contents of the order so the owner can step forward and claim it, or simply leaving it on the counter next to the receipt.

After the customer has received their order, many also check the bag to confirm the order is right.

Environment

After customers have waited in line and ordered, they feel their responsibilities have ended and are therefore free to assume a more passive role. Many customers watch for their food in the kitchen as they wait. Some prefer to stand back, out of the way and watch the other customers. Some leave the counter area completely as they fill their drinks or retrieve condiments. This expands the customer's environment to the full area of the restaurant.

Interactions

The customer interacts with a crewmember other than the one who took their order. This interaction is brief, and often lacks confidence.

Objects

The most important object here is the order, but the receipt also plays an important role in connecting the customer to their order. Condiments, fountain drinks and, if eating in, trays are also artifacts of the delivery stage.

Users

The delivery phase often introduces a new actor to the experience, the runner. It is the runner's role to present the order to the customer. However, because they're new to the interaction, they aren't able to always correctly identify the correct owner of the order.

"I don't know which order is mine and either do they. Shouldn't somebody know?"

Evaluation: Experience Design & Brand Fit

Experience Design

Visual Clarity
McDonald's is easy to use as what I need to do next and where to get what I need is always obvious through great informational and messaging systems.

Self-paced Service
McDonald's responds to my need for different speeds during all open hours. Service is delivered tailored to my needs on my various visits with confident and helpful employees.

Freshness Cues
Food at McDonald's is real and high quality. I see McDonald's food being freshly prepared and presented.

Kitchen Transparency
McDonald's food preparation assures the high-quality of my food. The process is inspirational of home cooking and understandable to me.

Communal Experience
I trust not only McDonald's environment to be clean and safe but to be unique and engaging during my visit.

Brand Fit

Youthfully Energetic
McDonald's is an optimistic, **hopeful** brand... full of possibilities. We have an **enthusiastic** spirit. We are **forward-looking** in our outlook and always **contemporary**. We are **inventive** when it when it comes to delivering our promised experience to our customers.

Distinctly Casual
We are an **informal** and **relaxed** eating experience. As times change, we are **adaptable** yet **reassuring**, satisfying our customers' changing needs. We are honest, genuine, authentic, **real**...real people, real foods and beverages, real experience.

Personally Engaging
The McDonald's experience is so **intuitive** and **connected** that it pulls you in. Our **welcoming** experience generates a true sense of **togetherness**. McDonald's is a **responsible** citizen, locally and globally.

Delightful Experience
Our experience and our foods and beverages make McDonald's a **fun** and **entertaining** place. We are a **playful** brand with an **imaginative** way of doing things.

Committed to Well-Being
To live well, we encourage **balance** in every day living by providing **choice** in our food and beverage offerings. We are **caring** about the well-being of children and those who care for them. Everything we offer in our restaurants is **safe**. We **respect** our customers, our employees and our suppliers.

Experience Design Evaluation

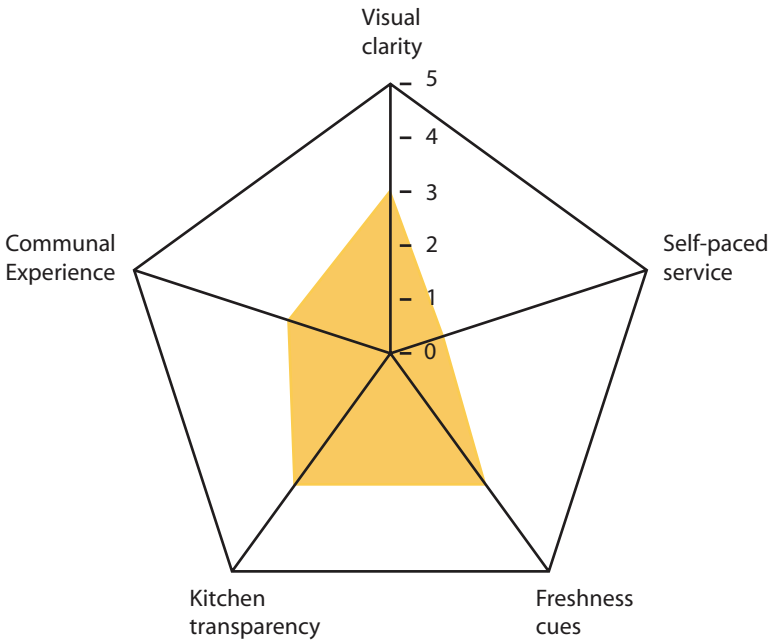
Visual Clarity
The simplicity of the single-point model allows for an easy to understand process without the aid of informational systems. However, there is little clarity to the existing messaging. Customers are presented with one main focal point, resulting in mixed messaging and information overload.
Score: 3

Self-paced Service
The pace of ordering at McDonald's is almost entirely dictated by time of day and number of customer's present rather than then particular needs of those customers. Customer's often feel pressure from others to order quickly.
Score: 1

Freshness Cues
Freshness cues are limited in most current restaurants. Aside from graphic messaging, there is little to assure customers that their food is being freshly prepared. Customer frequently don't see their food until right before they eat it.
Score: 3

Kitchen Transparency
Current store configuration presents the customer with clear views into the kitchen, but the kitchen itself contains equipment and processes that are unfamiliar. Also, the views are presented along the same line of sight as other customers, the counter, POS systems and crew which all add to the confusion.
Score: 3

Communal Experience
McDonald's service model of one customer at a time treats each interaction a disposable with the goal of a short transaction time. This does little to create community between customer and crew or customer to customer.
Score: 2



Brand Fit Evaluation

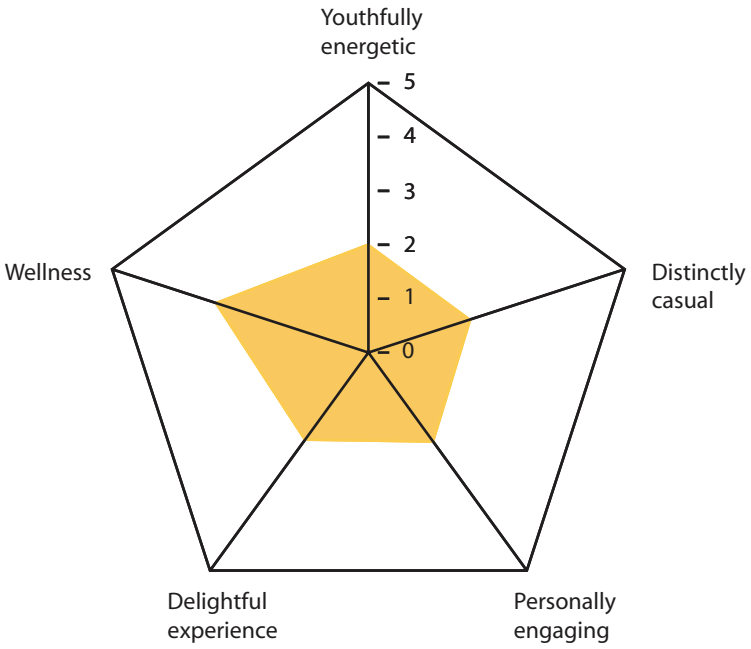
Youthfully Energetic
The assembly line nature of the current process oriented model provides little variety of process or experience, therefore doing little to inspire enthusiasm or energy. Additionally, it's strong historical connection with the fast food industry does not address customer's contemporary needs or present a forward thinking attitude.
Score: 2

Distinctly Casual
The current model's focus on speed does not allow customers the opportunity to slow down and enjoy the interaction.
A lack of flexibility to accommodate differing needs results in customers often feel pressured by other customers or the service staff. The resultant experience feels rushed, hectic and disorganized.
Score: 2

Personally Engaging
While the current model is intuitive, it treats customers on a singular basis and does not foster togetherness. Interactions between customer and crew are often fleeting
A sometimes rushed experience can cause customers to want to dis-engage as soon as possible.
Score: 2

Delightful Experience
The single-file process with limited opportunities for experimentation doesn't allow for the creation of playful or imaginative interactions.
Score: 2

Committed to Well-Being
The single-point model does little to communicate respect or balance, but environment and menu options provide safety and choice.
Score: 3



Insights

Analysis revealed several key insights that were observed across all the stages of the experience.

Changing Fields of Vision
As customers move from one stage of the experience to the next, their field of vision changes dramatically.

Lack of Clear Visual Clues
Their is a lack of visual cues to provide customers with direction through the experience or confirmation at the end of stages.

Unstructured Process
The process itself is unstructured creating confusion within customers as they move through it.

Lack of Flexibility
The customer's role is primarily passive and offers them little control over the experience and does a poor job of meeting customer's different needs states.

Poor Brand Fit
The current model does little to promote McDonald's "i'm lovin' it" brand.

Changing Fields of Vision

As customers move throughout their experience, what parts of the restaurant they see and interact with are constantly changing.

When the customer first enters, they are presented with everything at once. Messages related to food choices, ordering process and crowds are all received at the same time, making decisions difficult.

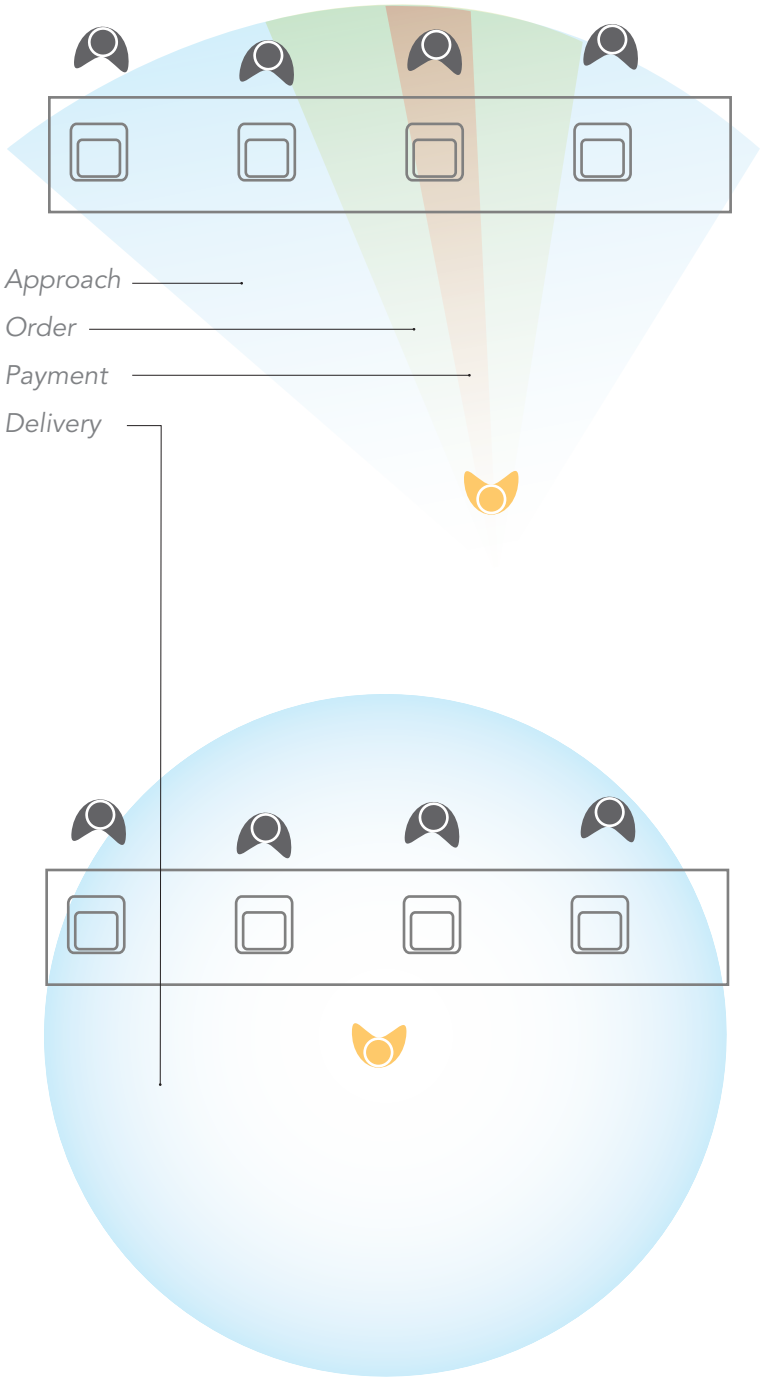
As the customer begins to order, they are now primarily focused on the menuboard and crewmember. Most other signals and distractions are blocked out as they concentrate on making their order.

At payment, focus shifts entirely to the crewmember. The customer listens closely to get the right total and make sure they receive the correct change. This is the most focused interaction of the process.

While waiting for their food, the customer is able to let their attention wander. Focus can shift away from the counter to areas not seen previously.

Design Recommendation

- The messages sent to customers at the outset of the experience should be more tightly controlled. Product and process signals should be separated and presented to customers when needed, rather than all at once.
- Restaurant operators can utilize these zones to tailor the messages that are sent to customers. For example, community building and brand messages can be placed so they are visible only to customers facing away from the counter and not in the approach stage.



Changing field of vision:
Customer's focus on different parts of the restaurant as they move through the experience.

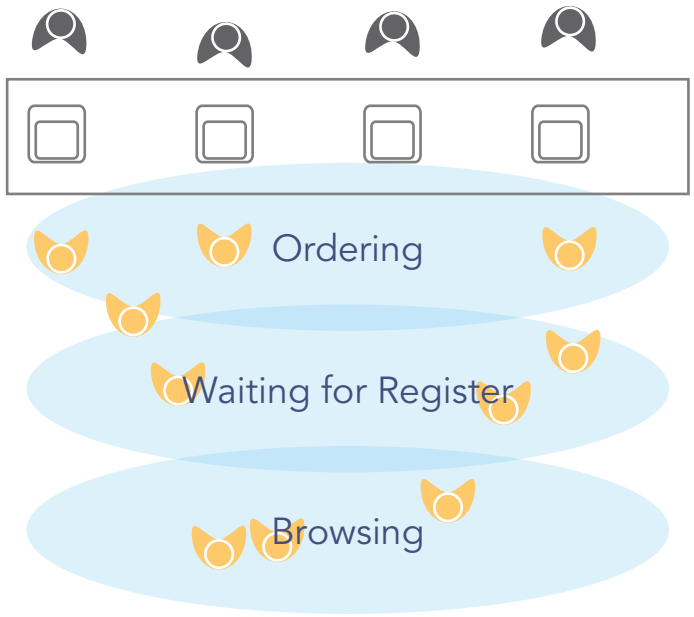
Lack of Clear Visual Cues

Throughout the experience, customers are lacking clear signs to help them progress.

Starting and process points are unclear, and there is no confirmation of order accuracy short of seeing the actual food. Clear directions would help customers navigate the experience, and remove some of the stress associated with the busy lunch times.

Design Recommendation

- Visual and architectural directives to instruct customers how and where to line-up. This would reduce apprehension among waiting customers and confusion among crewmembers.
- Visual confirmation of orders through electronic display on POS or separate customer copies of receipts would help increase accuracy.



Lack of line structure:
Without any clear architectural or visual directives, customers form ambiguous horizontal "zones" rather than clear lines.

Unstructured Process

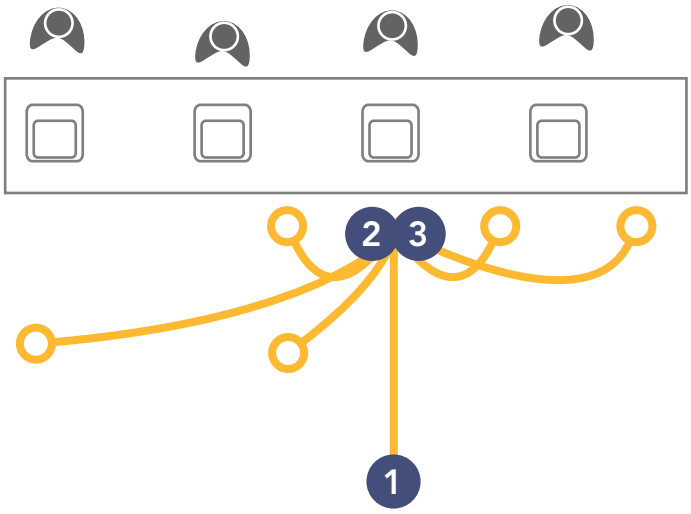
While McDonald's service model most closely resembles a Single-Point model, during peak hours it adapts to an informal Dual-Point model. After a customer orders, they step aside so that the next customer can order while they wait for their food.

However, there is no clearly defined area for the waiting customers, so they tend to stand wherever they are most comfortable. During observation, customers were seen in places ranging from directly aside the register to up to 20 feet away. This obviously leads to problems getting customers their food, and also crowds the counter area making it difficult for others to place their orders.

It is also difficult for the runners to connect the orders with the proper customers. The runner matches an order to its receipt, but there is no connection between the receipt and customers. The runner ends up asking customers if the order belongs to them, a question that the customer shouldn't have to answer.

Design Recommendation

- A more clearly defined second point or alternative service model would allow crewmembers to provide better service and create more confidence within customers.
- A numbering system or other means of allowing customers to identify their order or crewmembers to identify the proper customer.



Lack of clear process:
There is no clear procedure for picking up food, so customers tend to stand in a wide variety of places.

Lack of Flexibility

Throughout the process, the customer has little control over the pace or sequence of the interaction. All steps can only be completed through a McDonald's crewmember. This has both positive and negative implications.

On the one hand, the customers are presented with a familiar and easy to understand process that leaves little room for error. McDonald's employees guide them through the process, providing a valuable and pleasant interaction.

Conversely, the controlled process doesn't allow customers any degree of flexibility. Different customers have different needs and the current service model is not designed to satisfy all of them.

Design Recommendation

- Allow for more flexibility by providing customers with several paths. Task-specific lines such as Cashless or Express allow for a higher degree of customization.
- Alternative methods of ordering such as kiosks, text messaging or fax will provide customers with options while not altering instore process or layout.

Poor Brand Fit

The current single point model has been in operation since McDonald's first opened and has since become the standard model of operation for most Quick Serve Restaurants. However, while McDonald's brand guidelines have adapted to the changing needs and desires of today's customers, the service model has not.

A change in service model will signify a change in McDonald's, helping to communicate new core values and make a stronger, more positive connection with customers.

Design Recommendation

- Create a more immersive experience that activates a larger area and brings customers closer to the kitchen and food preparation areas.
- Create stories that better communicate McDonald's brand values, particularly concentrating on Quality and Ease for the in-store experience.

New Service Models

Future Models

The first step in improving the service experience is to determine the best service model to build a story upon. Existing service models can be placed into two high-level categories.

Centralized

Based on the current single-point model, the centralized model uses the POS as the central point for all transactions. Customers line-up, order, pay, a receive their food all at a single interaction point and with the assistance of crewmembers.

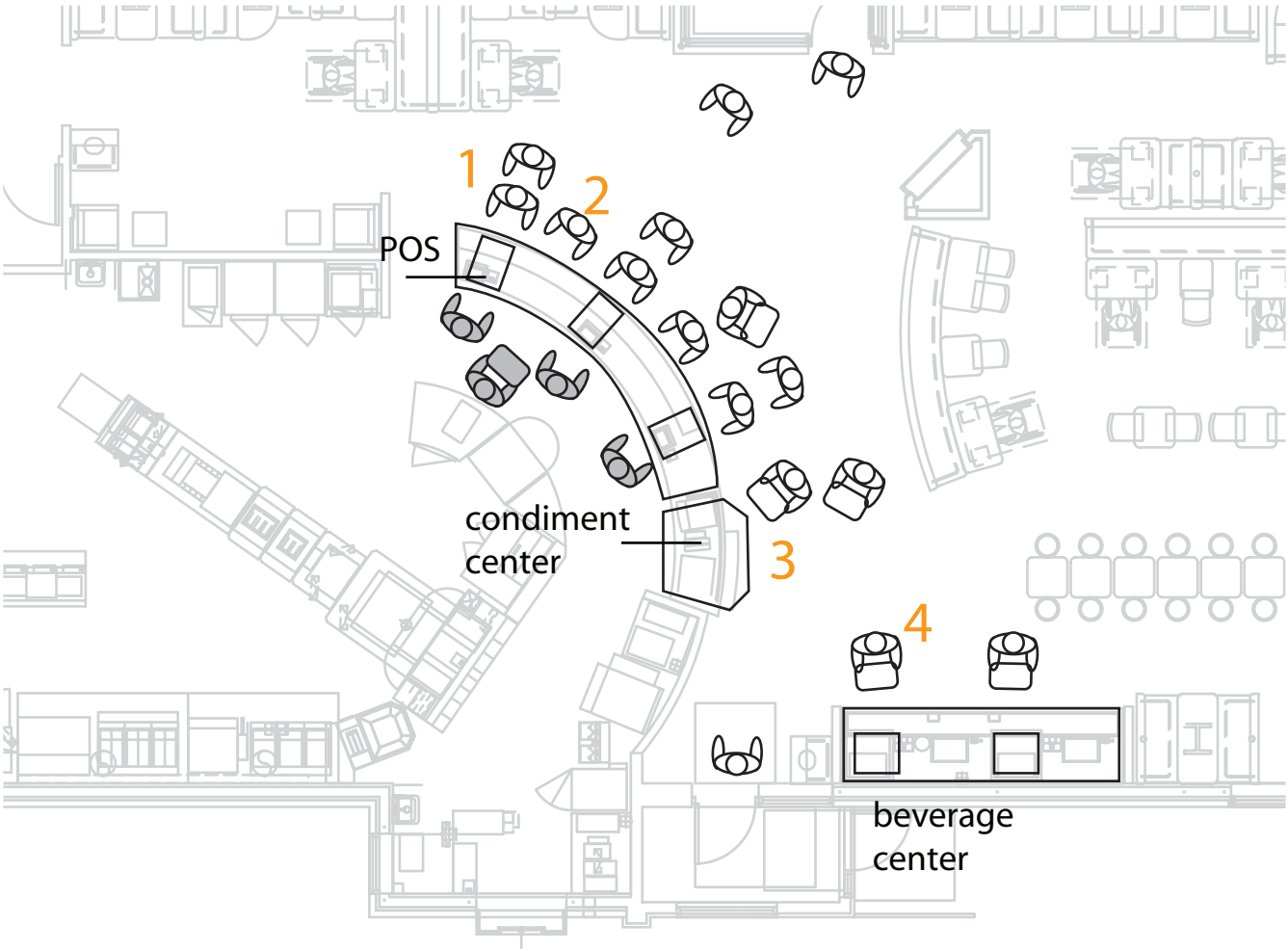
Decentralized

A combination of self-serve and dual-point models, the decentralized model distributes interactions throughout the lobby area. Customers can self-serve at the kiosks and "grab 'n' go," or order and pay through a crewmember. Food is presented at a separate pick-up area.

Centralized Service Models: Option 1

One Lane, All Service

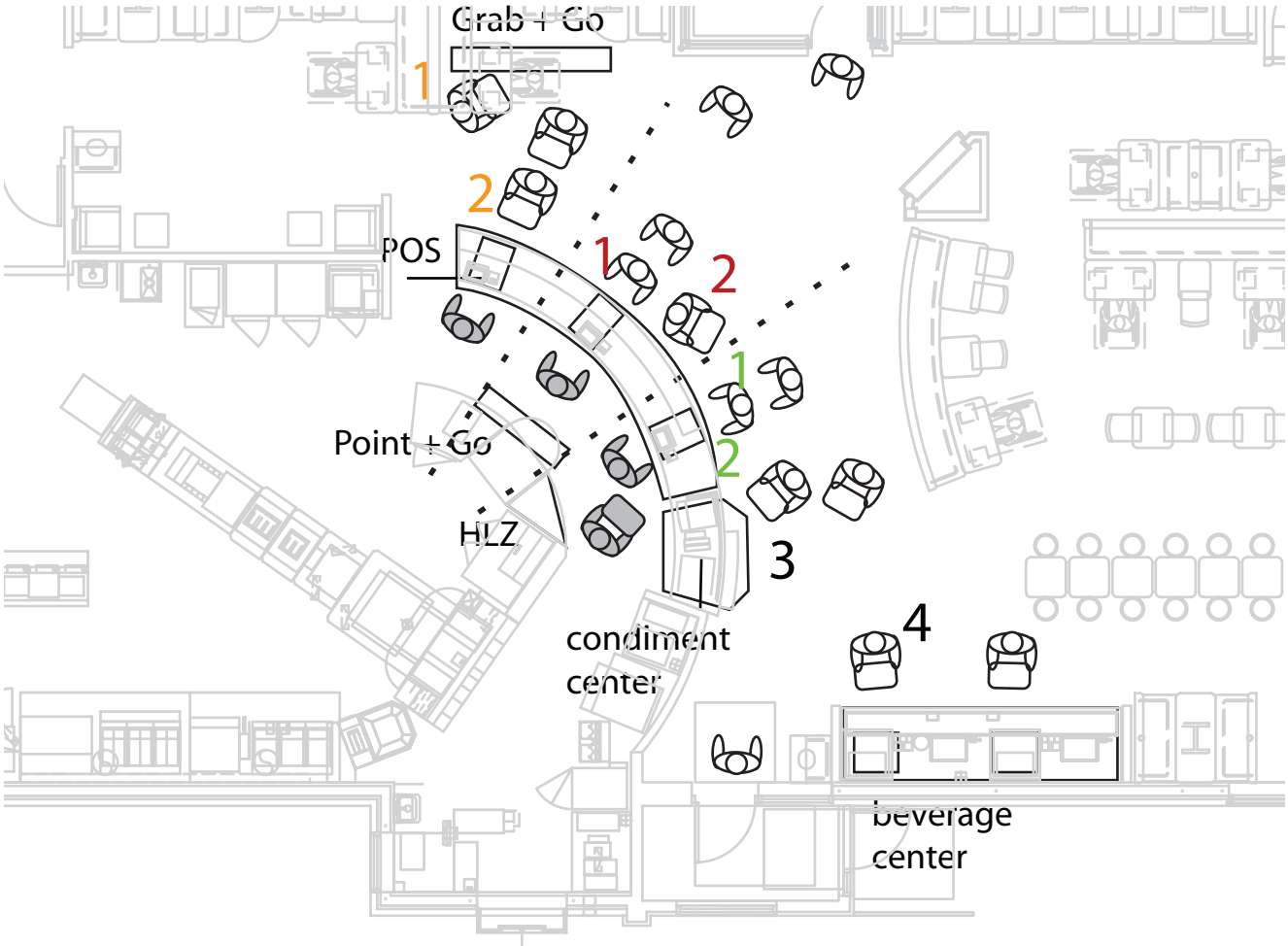
- Simple single point service system
- All the orders will come through front counter with no distinction between lines
- Customers order, pay wait for and receive their food all at the same point
- On-the-counter kiosks can be used for taking orders and change must be given at the kiosk
- Lack of flexibility doesn't accommodate customers different needs



Centralized Service Models: Option 2

One Lane, One Service

- A single-point model with specific lanes for different services, i.e. Grab 'n' Go, Point 'n' Go, Full Service
- Allows for increased flexibility to accommodate customer's differing needs, while retaining a intuitive and familiar process
- Customer's must still rely on crewmembers for all transactions

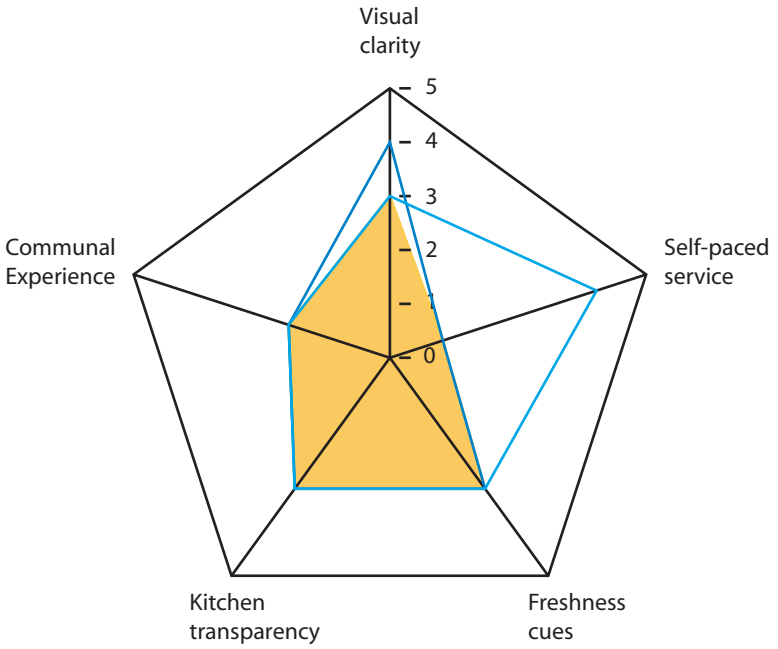


Centralized Service Model: Evaluation

Experience Criteria Scoring

One line, all service
4 - Visual clarity
1 - Self-paced service
3 - Freshness cues
3 - Kitchen Transparency
2 - Communal experience
2.6

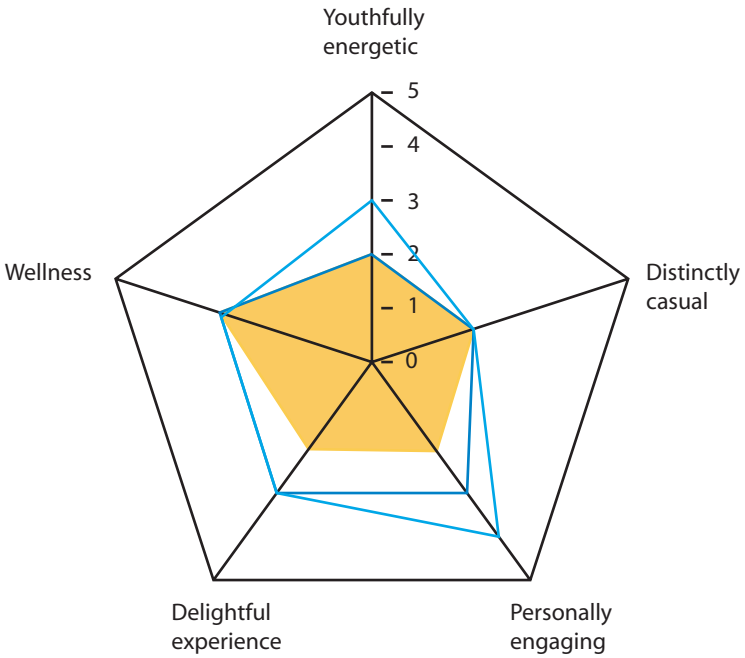
One line, one service
3 - Visual clarity
4 - Self-paced service
3 - Freshness cues
3 - Kitchen transparency
2 - Communal experience
3.0



Brand Fit Scoring

One line, all service
2 - Youthfully energetic
2 - Distinctly casual
3 - Personally engaging
3 - Delightful experience
3 - Wellness
2.6

One line, one service
3 - Youthfully energetic
2 - Distinctly casual
4 - Personally engaging
4 - Delightful experience
3 - Wellness
3.2

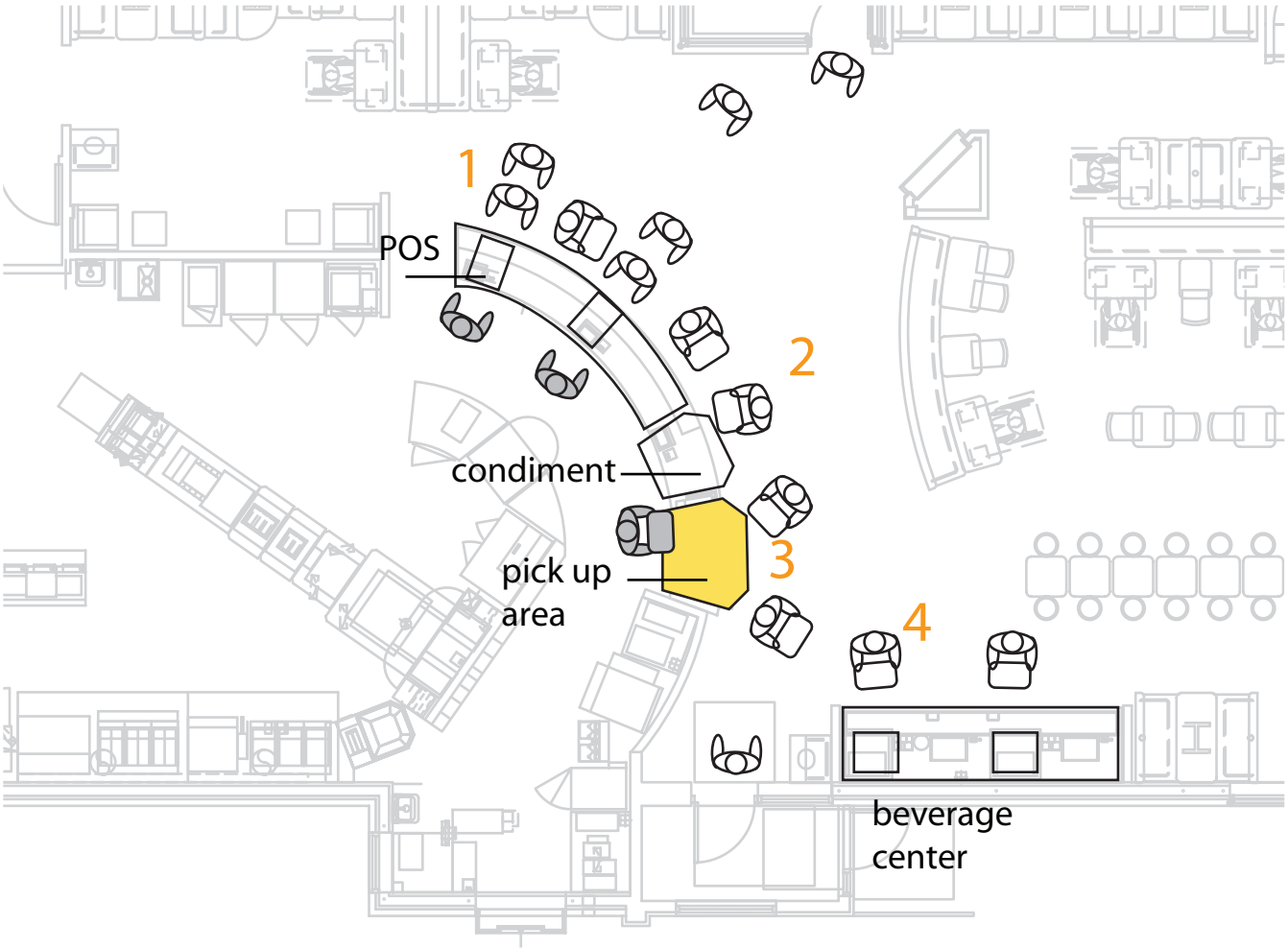


Current (split-function)
One line, all service
One line, one service

De-Centralized Service Model: Execution Option 1

Counter Controlled

- A typical dual-point configuration.
- Customers order and pay at crew assisted POS or self-serve kiosks and orders are presented at a second point.
- Process is broken up to provide increased organization and lessen perceived wait time

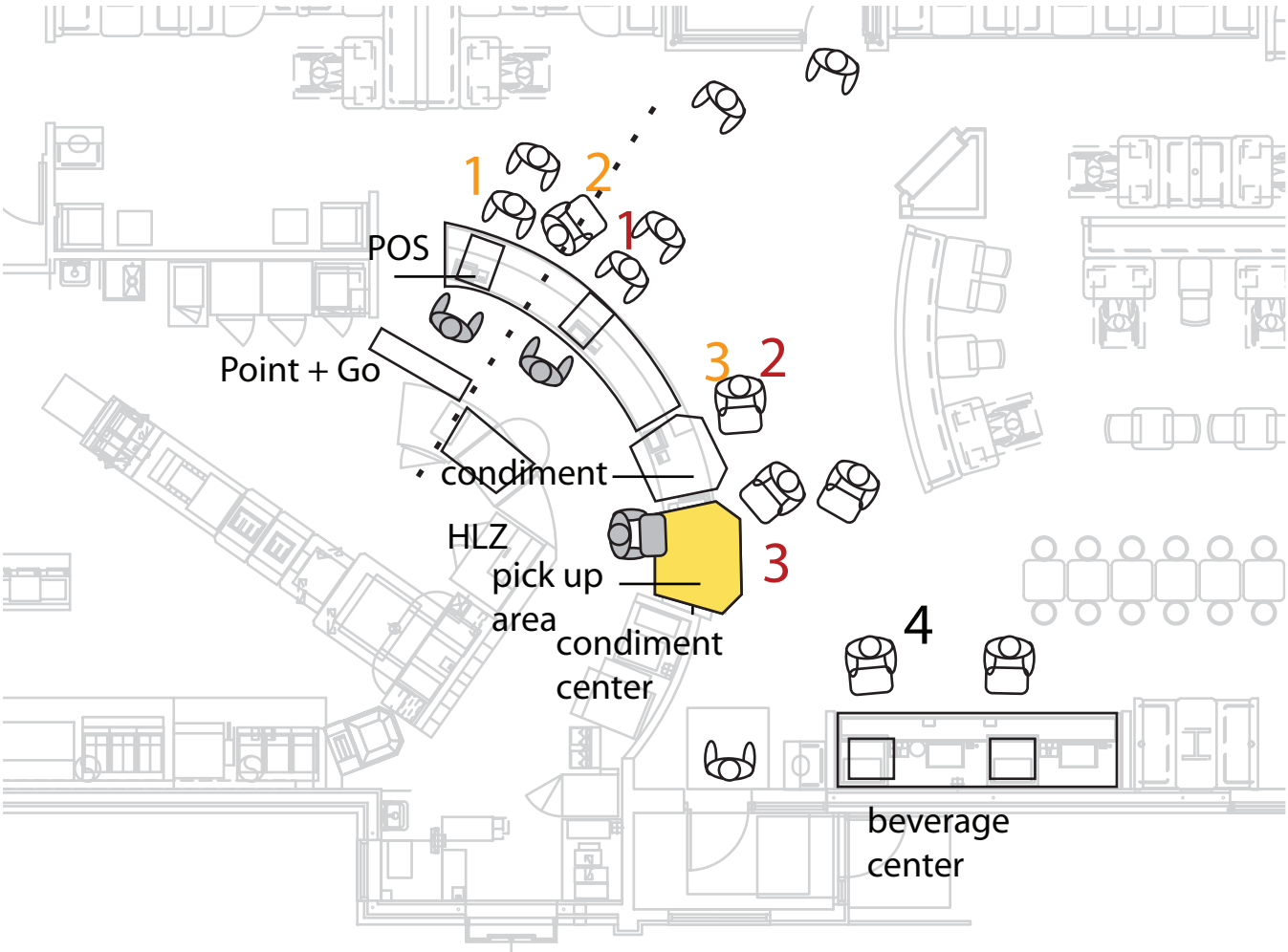


De-Centralized Service Model: Execution Option 2

Counter Controlled, Customer Specific

› A variation of the dual-point model allowing for multiple, task-specific ordering points.

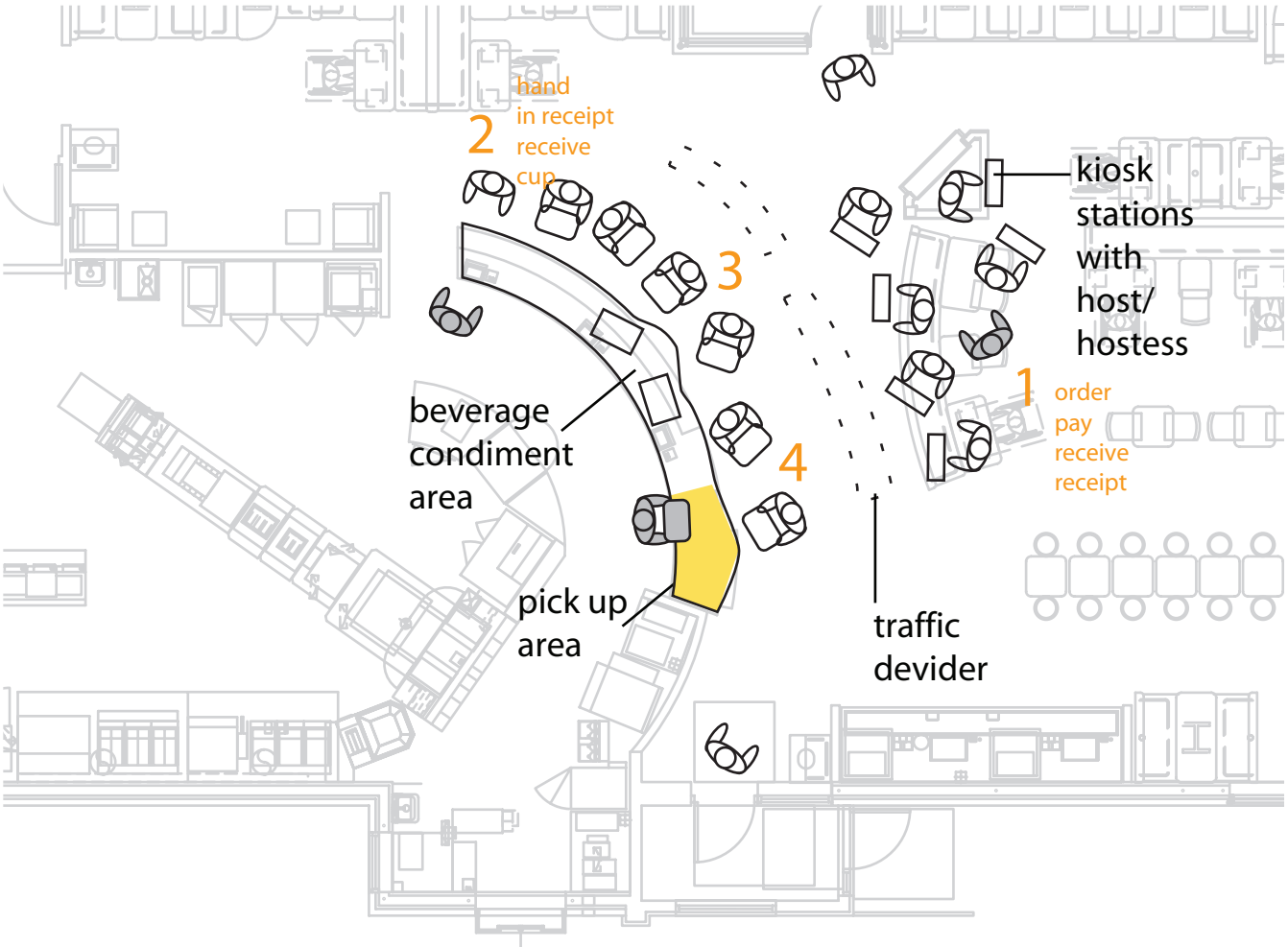
› Offers increased flexibility over non-specific line ordering



De-Centralized Service Model: Execution Option 3

Customer Controlled

- A multi-point configuration that provides task specific ordering points and locations.
- Simplifies counter area by placing ordering points away from counter.
- Activates a larger area for a more immersive experience.
- Signifies a break from the typical fast-food experience.



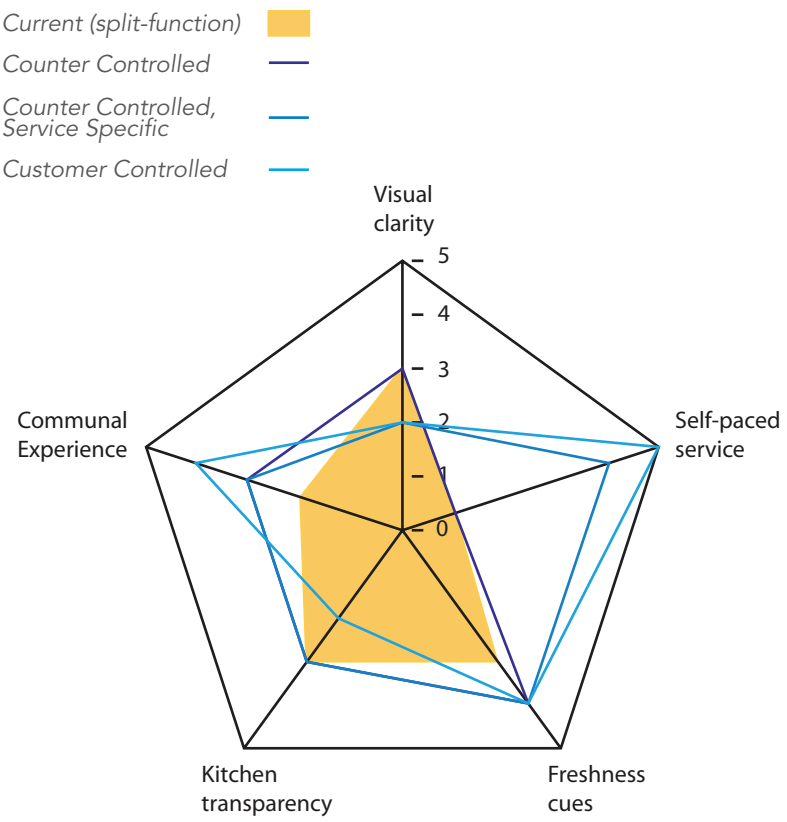
De-Centralized Service Model: Evaluation

Experience Criteria Scoring

Counter Controlled
3 - Visual clarity
1 - Self-paced service
4 - Freshness cues
3 - Kitchen Transparency
3 - Communal experience
2.8

Counter Controlled, Service Specific
2 - Visual clarity
4 - Self-paced service
4 - Freshness cues
3 - Kitchen Transparency
3 - Communal experience
3.2

Customer Controlled
2 - Visual clarity
5 - Self-paced service
4 - Freshness cues
2 - Kitchen Transparency
4 - Communal experience
3.4



Brand Fit Scoring

Counter Controlled
3 - Youthfully energetic
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4 - Wellness
3.2

Counter Controlled, Service Specific
3 - Youthfully energetic
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3 - Delightful experience
4 - Wellness
3.4

Customer Controlled
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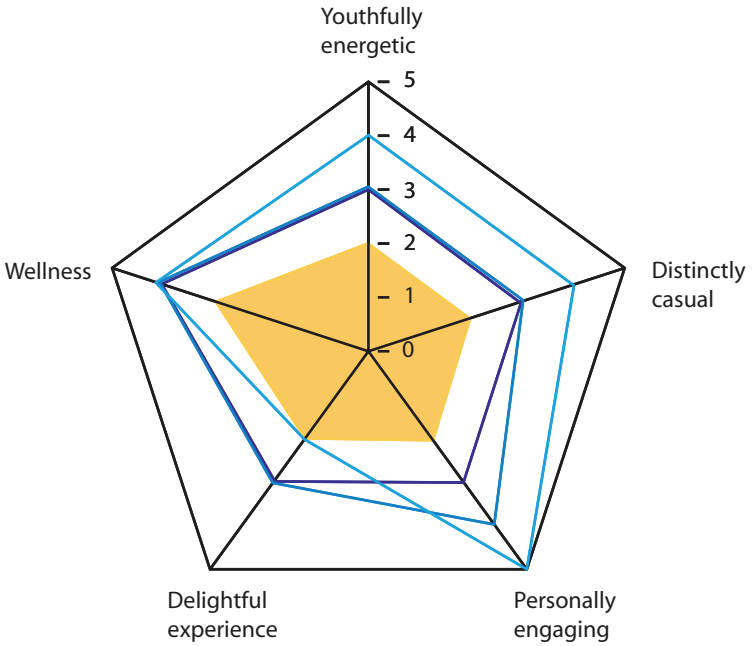
4 - Distinctly casual
5 - Personally engaging
2 - Delightful experience
4 - Wellness
3.8



Service Model Summary

Centralized Model

Pros

- Safe, logical next step for McDonald's
- Provides a strong personal interaction between crew and customer
- Easy to showcase kitchen and food prep areas
- Process is simple, familiar and easy to understand

Cons

- Safe, logical next step for McDonald's
- Limited variety and tailoring of experiences
- Retains strong ties to the fast-food industry
- Counter environment can become crowded and confusing at peak hours
- Limited front counter space makes modular expansion difficult

Decentralized Model

Pros

- Signifies a break from fast-food industry norm
- Self-paced interaction tailors to customer's need state
- Activates entire lobby area to provide a more immersive and engaging experience
- Larger square footage of "selling floor" provides for easier modular expansion
- Service flow consistent with drive-thru
- Provides a strong brand fit

Cons

- Multiple step process can be more confusing
- Places less emphasis on kitchen and prep areas
- Customer traffic flow can become difficult during peak hours
- Steep learning curve for kiosks

Recommendation

Analysis of the various generic service models favors a decentralized model for it's ability to offer customers a higher-degree of control. Additionally, the decentralized model disperses the service process throughout a larger area, which provides a more immersive experience as well as facilitating future modular expansion.

Appendix A
Comparison of Generic Service Models

A restaurant is only as good as its service.

McDonald's and the industry at large are moving away from "Fast Food" and towards "Quick Service." This signals a shift away from a speed at all costs mentality to a more balanced approach between speed and service. To this end, McDonald's has updated the look of their restaurants to promote a more relaxed, enjoyable atmosphere that invites customers to stay past just the duration of their meal, as well as new service ideals promoting attributes such as Passion, Fun, Friendly, Accurate, Fast and Recovery.

However, McDonald's service model has not changed. In-store service remains rushed and hectic both in front of and behind the counter, and continues to communicate speed as a primary concern. McDonald's must adapt it's service model in order to provide customers with a higher-quality of service and differentiate themselves from their competitors.

There are a variety of service models to choose from, but none is without its flaws. This section will examine the relative strengths, weaknesses and stress points of the following models:

- Full Service
- Counter Single Point
- Follow Your Food
- Counter Dual Point
- Semi-Serve
- Browse & Check Out

Full Service

The full service model, most commonly employed by eat-in restaurants, is characterized by the high-level of personal attention customers receive. Customers are assigned both a table and a waiter, with all functions of ordering, delivery and payment conducted through this waiter. Therefore, the quality of the experience is highly dependent on the quality of the service staff.

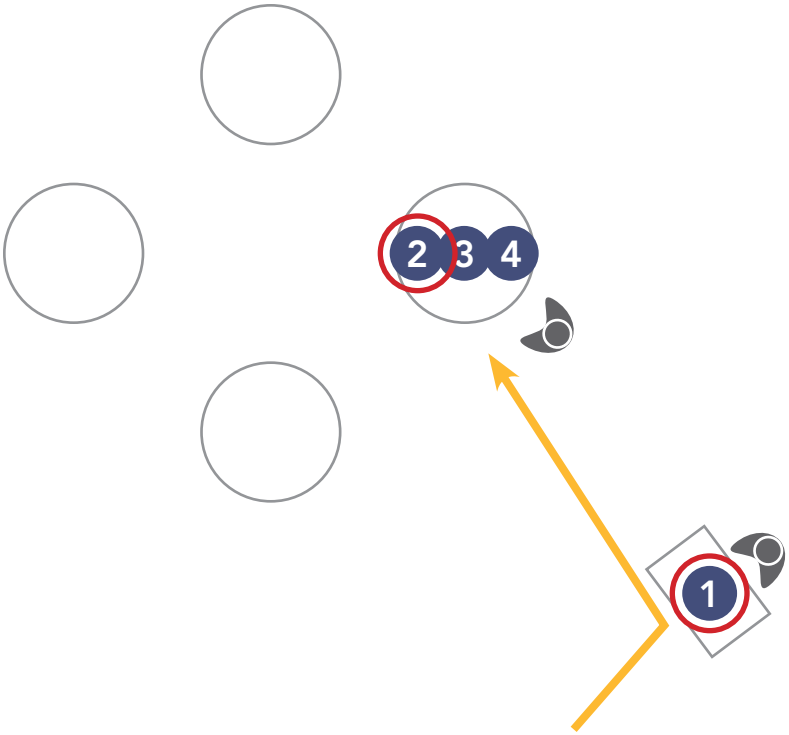
Strengths

High-quality interactions - The main strength of this model lies in the quality of the interactions between customer and employee. When the interaction is successful, it adds a level of value that other models can not achieve.

Weaknesses

Lack of flexibility - Because all interactions occur through an intermediary, customer involvement and control with their food is low, resulting in a system that is not well equipped to handle custom or change orders.

The Customer Journey diagrams the steps of the Full Service model



Customer Journey

1. Approach
- Enters/orients
- Approaches host for seating
- Moves to table

2. Order
- Receives menu
- Places order
- Customizes order

3. Delivery
- Receives food
- Requests condiments

4. Payment
- Requests check
- Pays bill
- Leaves tip

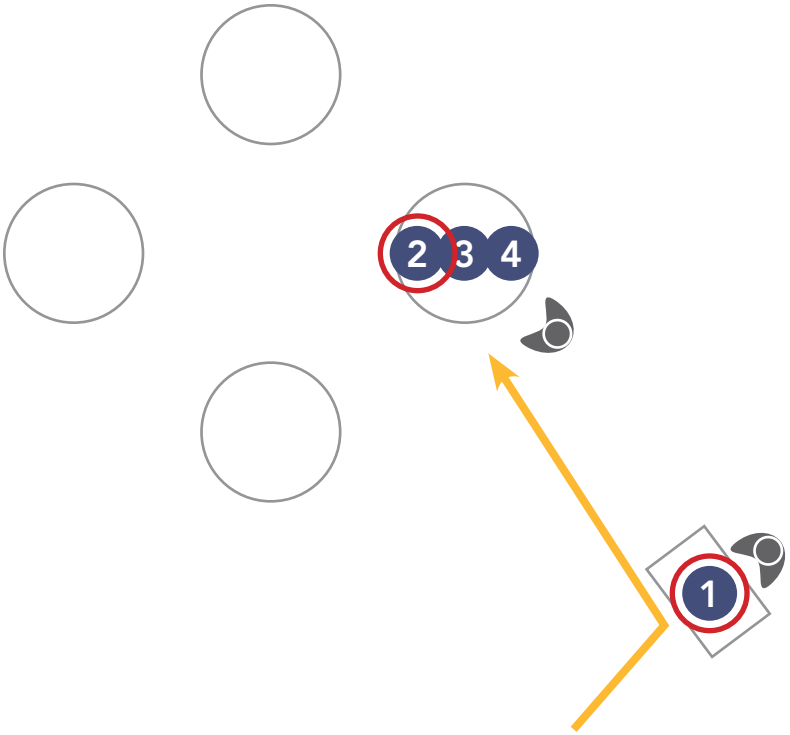
Full Service - Stress points

The full-service model is not designed to handle either a high-volume of customers or a high-degree of customization to food orders. Either results in a slowing of the order delivery function of the system, which in turn stresses the seating function of the hostess.

1. Approach
- Customers enter a very structured process. Their advancement through the system is dependent on permission from restaurant employees at every mode.
- The restaurant is responsible for providing current customers with a complete and pleasing experience before the next customer is able to enter.

2. Order
- The process is not equipped to easily handle customization of orders. Customers are cognizant of this and do not feel comfortable making requests.

Stress points:
Approach & Order



Customer Journey

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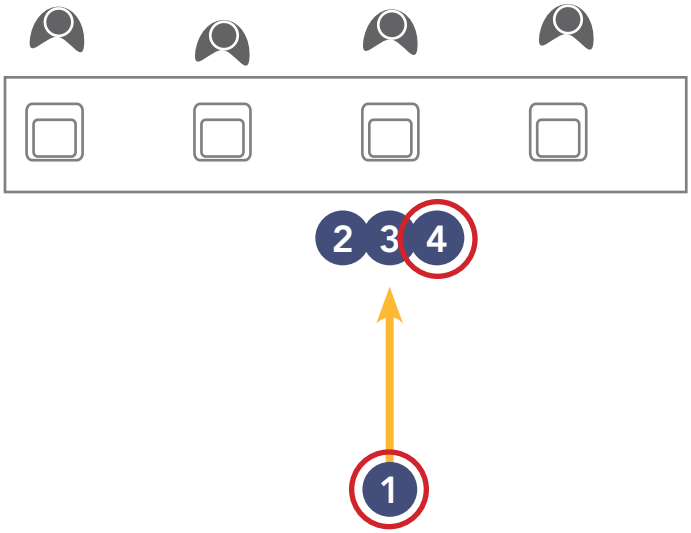
Counter Single Point

The most common model in the QSR industry, the counter single point provides customers with one point for ordering, payment and receiving food. Success of the Single-Point model requires orders to be taken and filled both quickly and accurately.

Strengths
Simplicity - The main strength of this model is the simple efficiency of the transaction. Customer need only to interact with a single person within a small area. This provides the restaurant with the opportunity to provide a casual, yet valuable interaction and quick service.

Weaknesses
Single-file delivery - This model's main weakness is that the nature of the model only allows customers to be served after the customer in front of them is finished. If the number of customer's arriving outpaces the speed orders can be filled, the line backs up.

The Customer Journey diagrams the steps of the Single-Point model



Customer Journey

1. Approach
- Enters/orients
- Identify open registers
- Queue up

2. Order
- Place order
- Customize order
- Specify eat-in or take-out

3. Payment
- Pay for food

4. Delivery
- Wait for food
- Receive food
- Confirm order

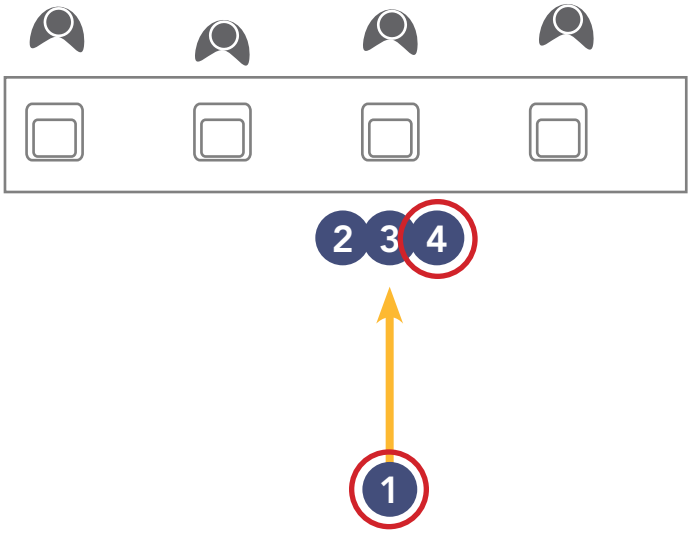
Counter Single Point - Stress points

The register is the center of all transactions in this model, and therefore also the main stress point. Because the interactions are so concentrated their effects are magnified and, if negative, have a detrimental effect on the entire system.

1. Approach
- Unlike the other models, the single point offers a very unstructured Approach. This can often lead to confusion or apprehension in customers trying to determine which register to order from.

4. Delivery
- Because the model only serves one customer at a time, the waiting time between Payment and Delivery is wasted. During peak hours, these wasted moments take their toll on the entire system as lines back up.

Stress points:
Approach & Delivery



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- Wait for food
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- Confirm order

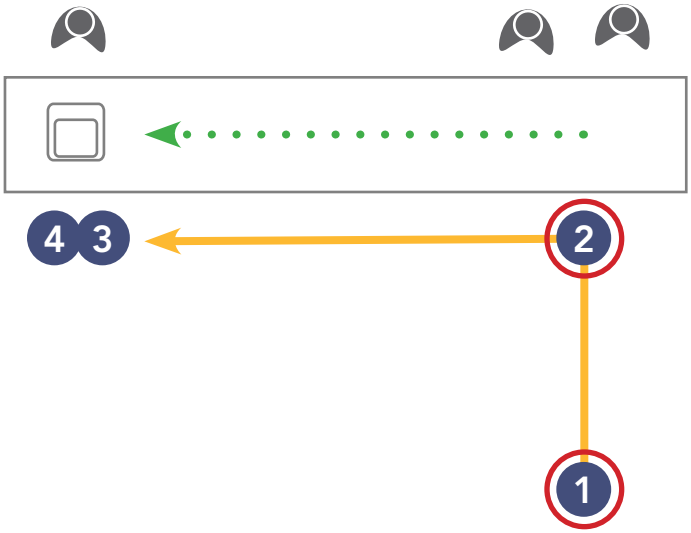
Follow Your Food

The Follow Your Food model brings the assembly line into the open, allowing the customer to specify what how they'd like their food and see it prepared in front of them as they move down the line. This model performs best when orders require a high-level of customization.

Strengths
Custom, Immersive experience - Follow Your Food models allow the customer to pick their ingredients as they move along the line, which allows for easier customization for both customer and employee. It also ensures customers that their food is assembled fresh. This provides a more immersive experience and activates the waiting time between ordering and payment.

Weaknesses
Rushed interactions - The complexity of the process leads to what seems like a lengthy process as customers pick their way down the line. This can result in a rushed relationship between customer and employee, a lost opportunity to create a positive personal interaction.

The Customer Journey diagrams the steps of the Follow Your Food model



Customer Journey

1. Approach
› Enters/orients
› Queue up

2. Order
› Specify eat-in or take-out
› Place order
› Customize order

3. Delivery
› Receive food

4. Payment
› Pay for food

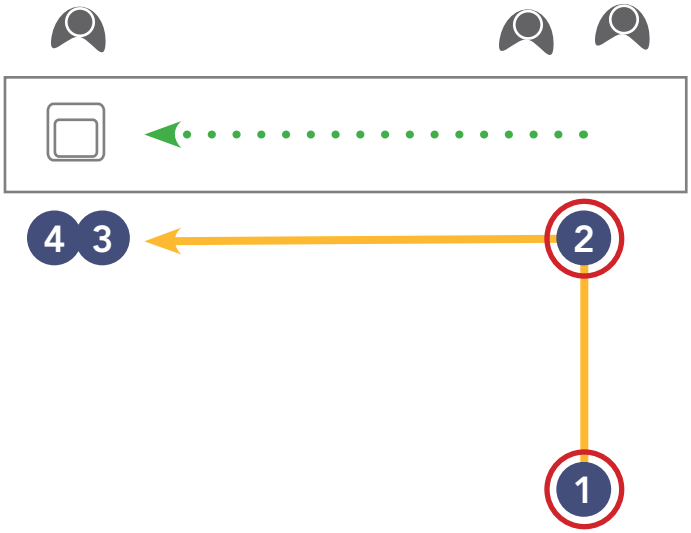
Follow Your Food - Stress points

The entire process is composed of one, single file line that can only move as fast as the customer ordering allows it to. This results in a lengthy line and rushed service.

1. Approach
- In the Follow Your Food model, the area given to the customization process creates a larger transaction area. As a result, customers often perceive the line and corresponding wait to be too long.

2. Order
- Combined with a perception of a slowly moving assembly process, customers and employees can become easily frustrated when pressed for time. This adds stress to a complicated ordering process.

Stress points:
Approach & Order



Customer Journey

1. Approach
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- Queue up

2. Order
- Specify eat-in or take-out
- Place order
- Customize order

3. Delivery
- Receive food

4. Payment
- Pay for food

Counter Dual-Point

The dual-point model uses two, distinct points of interaction. Customers order their food in one place, and pick it up at another. In this way, the employee is able to take the next order while the previous customer waits for their food in another location. However, restaurants owners still are struggling to determine at which point the register should be located.

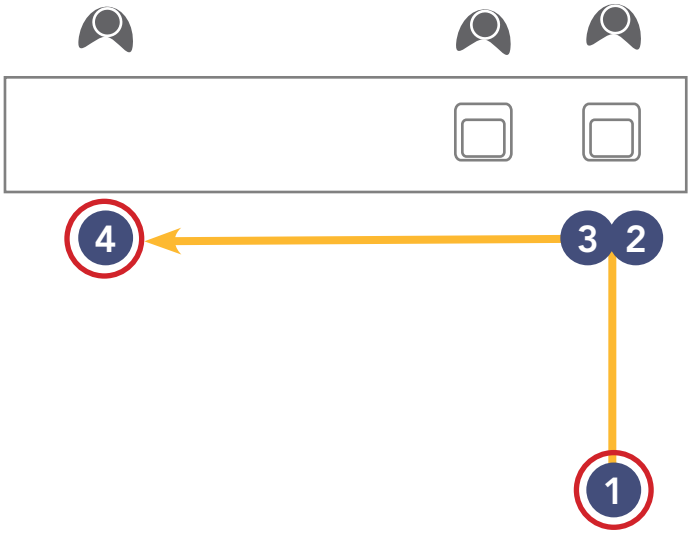
Strengths

Perceived wait time - Unlike the single point model, the dual point is able to serve more than one customer at a time. Also, by moving the register further up the line, customers are able to give their orders sooner decreasing the perceived wait time by removing those waiting for their food from immediate view.

Weaknesses

Confusing process - The dual points can sometimes cause confusion for customers unless the process and functions of each point are clearly marked. Additionally, customers have little ability to change their order between ordering and delivery.

The Customer Journey diagrams the steps of the Dual-Point model



Customer Journey

1. Approach
- Enters/orients
- Queue up

2. Order
- Specify eat-in or take-out
- Place order
- Customize order

3. Payment
- Pay for food

4. Delivery
- Receive food

Counter Dual-Point - Stress points

The dual points can cause confusion for customers unless the process and functions of each point are clearly marked.

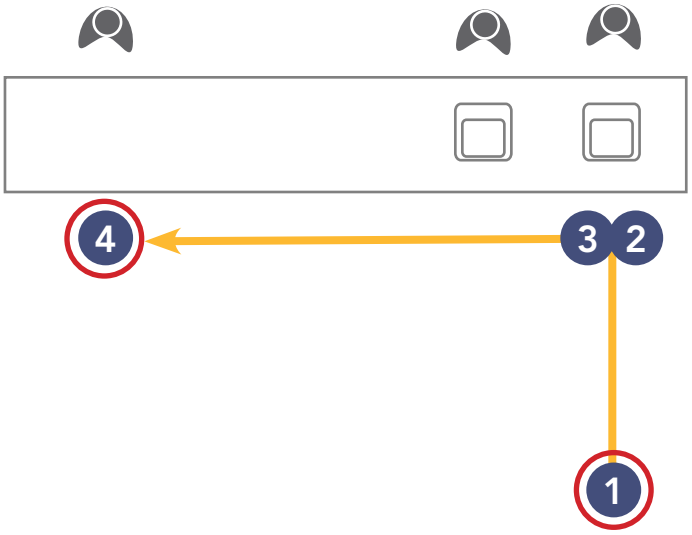
Approach

› Customers aren't always sure which point serves which purpose, or where the process starts. If the functions of each point are not clearly known, customers can get in the wrong one.

Delivery

› The delivery area can be an area of great confusion if there is not a clear process for pick-up and area for waiting. The waiting customers can also interfere with other diners or take the wrong order.

Stress points:
Approach & Delivery



Customer Journey

1. Approach
› Enters/orients
› Queue up

2. Order
› Specify eat-in or take-out
› Place order
› Customize order

3. Payment
› Pay for food

4. Delivery
› Receive food

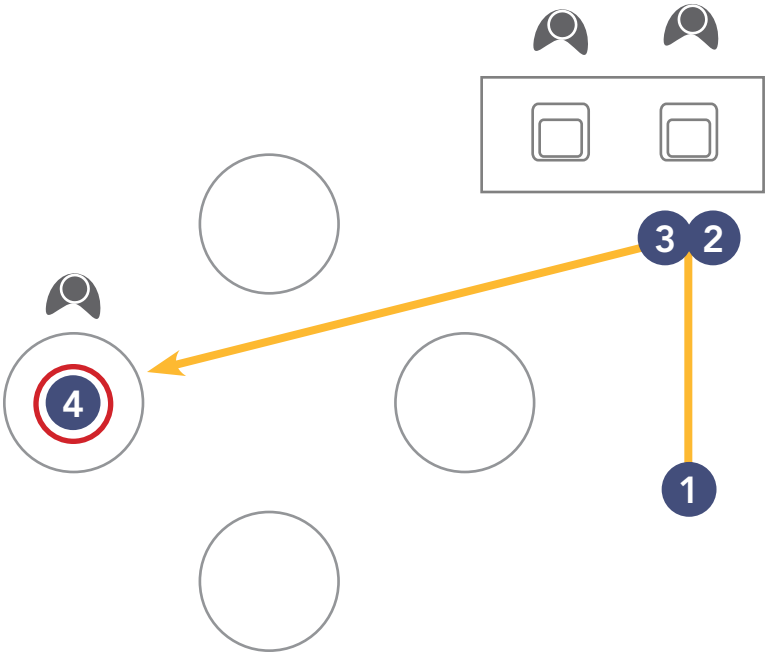
Semi-Serve

A semi-serve model functions much like a dual-point, but with the added value of table delivery or food hand-off. This cuts down on the customer confusion often found at the delivery point in dual point models, while giving them a level of control not found in full service models.

Strengths
Hybrid approach - Taking the best of full service and combining it with a dual point model allows the customers to control the ordering process which allows them to easily customize orders, while the restaurant takes control of the delivery process to reduce confusion and the chance of order swapping.

Weaknesses
Inefficient - The semi-serve model is resource intensive for the restaurant, requiring one or more runners to bring the food out to customers as well as sometimes handle special requests.

The Customer Journey diagrams the steps of the Semi-Serve model



Customer Journey

1. Approach
› Enters/orients
› Queue up

2. Order
› Specify eat-in or take-out
› Place order
› Customize order

3. Payment
› Pay for food

4. Delivery
› Receive food

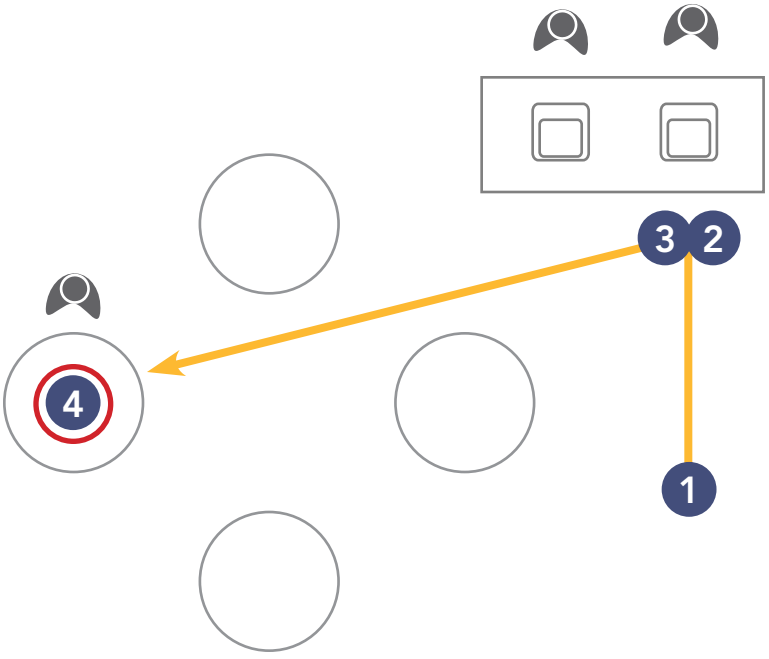
Semi-Serve - Stress points

A resource intensive model, the activity of hand delivering orders can be particularly inefficient during busy hours.

Delivery

› The stress point for the Semi-Serve is delivery. Many of these models utilize a numbering system so employees know what table the order belongs too. Employees must track down the corresponding number for each order, and take the food across a crowded dining area. These activities create great inefficiencies in the system.

Stress points:
Delivery



Customer Journey

1. Approach
› Enters/orients
› Queue up

2. Order
› Specify eat-in or take-out
› Place order
› Customize order

3. Payment
› Pay for food

4. Delivery
› Receive food

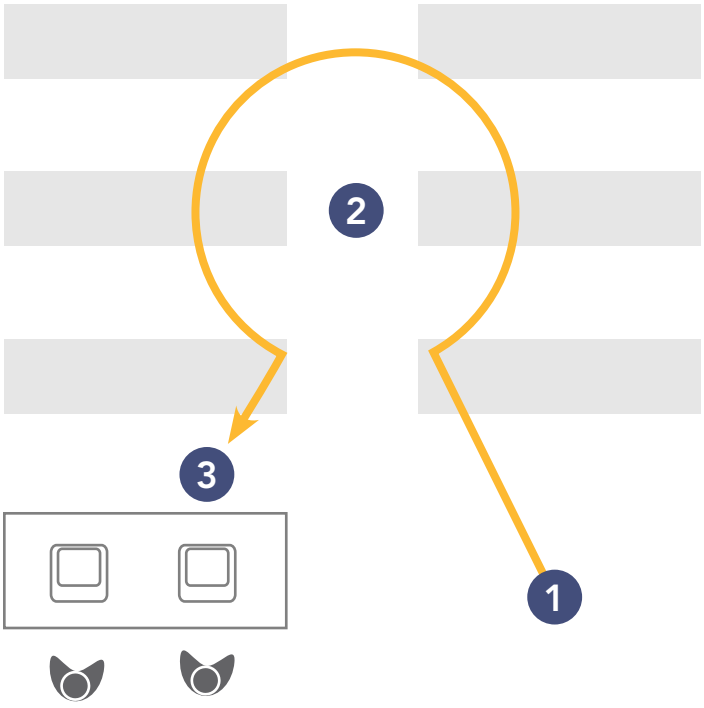
Browse & Check-Out

Browse & Check-Out models consist of an open area where customers can pick out their food and then bring it to a register for payment, much like in a traditional retail environment.

Strengths
Tactile experience - The strengths of the Browse & Check-Out lies in the abilities for customers to get "up close and personal" with their food. Customers are able to browse the offerings to determine what appeals to them.

Weaknesses
Limited interaction - The open areas, without clear traffic paths, can become crowded and confusing during peak hours. Additionally, pre-packaged food on display offers less customization, and low interaction levels with employees offers less of an experience.

The Customer Journey diagrams the steps of the Browse & Check-out model



Customer Journey

1. Approach
› Enters/orients

2. Order
› Select food

3. Payment
› Pay for food

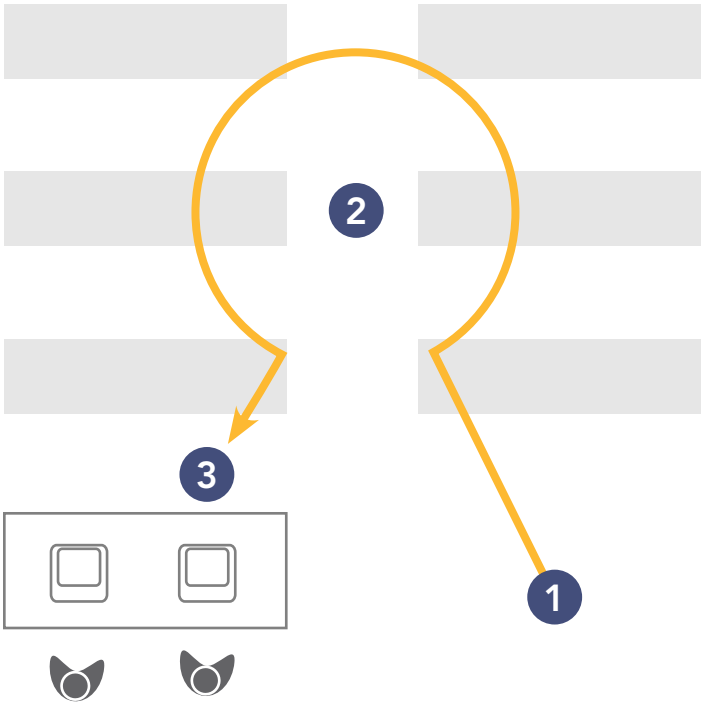
Browse & Check-Out - Stress points

While the Browse & Check Out model provides an immersive experience for customers, this experience can be daunting to the uninitiated and overwhelming during peak hours.

Approach & Order

› The success of this model depends on clear communication. With limited ability to receive help from employees, customers can have difficulty navigating the experience. This problem multiplies with the number of customers in the store and can act as a strong deterrent for entering customers.

Stress points:
Approach & Order



Customer Journey

1. Approach
› Enters/orients

2. Order
› Select food

3. Payment
› Pay for food

Summary of Stress points

	Approach	Order	Payment	Delivery
Full Service	X	X		
Single Point	X			X
Follow Your Food	X	X		
Dual Point	X			X
Semi-Serve				X
Browse & Check Out	X	X		

Conclusions

Based on analysis, several conclusions can be drawn to create best practices for each mode of the process.

Approach
The approach is very important to the QSR industry, as it provides strong time related cues to the customer. The semi-serve model does the best job of handling the approach by combining the ability to take orders from multiple customers at a time while clearly delineating customers who have ordered from those who have not.

Order
While giving customers more control over the ordering process it generally considered a good idea, it also creates a more complicated overall process. The best models utilize a system that provides employees the flexibility to be able to quickly process special requests.

Payment
Payment is the simplest transaction in the process and therefore the least problematic. However, in dual point models, special care must be taken to ensure the best register placement.

Delivery
Delivery becomes problematic if the delivery area must deal with several customers at the same time. In these instances, the area must be designed to provide customers with clear cues indicating the proper process.