AN EXPLORATORY STUDY OF HOW TECHNOLOGY

ENHANCES CUSTOMER SATISFACTION WITHIN THE

QUICK SERVICE INDUSTRY

Masters in Business Administration

Jimmy Edwards

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DECLARATION

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Student Name: Jimmy Edwards

Student ID: x13121111

Programme Title & Yr.   MBA (Part-Time) year 2013–2015

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Signature(s):   Jimmy Edwards

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<u>Abstract</u>

As Self-Service Technology (SST) is embraced by more and more consumers the selling process has inevitably evolved. From ordering their favorite meal on the SST in quick service restaurants to the purchase of airline tickets online, customers are becoming much more adept at customising and personalising their consumer and purchasing experiences. It is estimated that utilisation of smart, connected products will have far reaching benefits for companies who deliver them and for the broader economy as businesses and customers gain advantage from enhanced productivity (Porter and Heppelmann, 2014). Companies within the Service Sector can utilise SST in order to build up customer relationships and generate higher profits (Fleming and Artis, 2010). While much research has been published about the estimated value delivered to firms from the introduction of new technologies the researcher will seek to demonstrate the 'value perceptions' customers attribute to the introduction of technology within a fast food environment.

During the research the author carried out a comprehensive review of previous literature relating to the adoption of technology. Resultantly the research found that the following elements are important when undertaking an evaluation of this type: Rogers' (1983) Diffusion of Innovation Theory (DIT) outlined relative advantage, compatibility, complexity, trialability and observability as factors influencing an individual's propensity to adopt new innovations. In contrast to DIT, Davis (2003) posits that the probability of an individual adopting new

technology can be enhanced when the following two factors are

realised: the perceived ease of use (PEOU) and perceived usefulness

(PU) to the individual. Additionally, previous research conducted by

Kim et al. (2012) involving 'customer readiness' shall be tested to

validate the connection between customer adoption of technology and

customer satisfaction.

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Chapter 1

Introduction

Chapter 1

Introduction

1.1 Introduction

Technology is unlocking growth as firms introduce higher interaction
across the customer base, added versatility with increased options for
customers, and more two way communication between consumers and
industry (Davis et al., 2011). Today's growing trend for companies to
invest in technology that helps them to deliver their product or service
in a more efficient way is leading to a rise in the use of Self-Service
Technology (SST) across many industries (Kim, Christodoulidou and
Brewer, 2012). Connolly (2005) suggested that the rise in technology
can be explained by the fact that customers' preference towards SST is
strengthening. Additionally, cost savings can be realised by firms
making investments in SST.

The main purpose of this Dissertation is to examine how the customer
perceives the introduction of self-service technology within a restaurant
setting. Rogers' (1983) Diffusion of Innovation Theory and Davis'
(1989) Technology Acceptance Model (TAM) will be examined,
allowing the author to test the theories outlined through the use of a
study of customer perceptions within a successful restaurant business
operating in the quick service sector. This study will use a qualitative
approach focused on the customer's perception rather than the

company's empirical data to determine attitudes towards the introduction of new technologies, including SSTs.

According to Hines, (2013) customers' expectations of convenience and speed will increase in line with the introduction of new technologies within the restaurant environment. Resultantly organisations will have to consider how customers choose, pay and collect their orders. The consumers exposed to these technological advances within the airport sector have perceived the introduction of self-order kiosks and online check in favourably. Therefore it is argued that 'customers will seek out restaurants that offer the convenience of ordering and paying for meals before or as they are headed to a restaurant. From the restaurateurs' perspective, digital menu boards, flat screens and in-store signage will be critical marketing tools' (Hines, 2013).

While there are many articles relating to customer satisfaction and the introduction of technology across businesses such as the airline industry and manufacturing, there are few studies conducted within the Quick Service Sector in Ireland relating to consumers' adoption of technology and how this relates to customer satisfaction. O'Sullivan and McCallig (2012) highlighted in the European Journal of Marketing that increased customer satisfaction leads to higher returns for businesses. Customer satisfaction and behaviour can be influenced by the physical surroundings found within a restaurant; attributes such as

furniture, lighting, music and temperature can also have a bearing on overall satisfaction (Lim, 2010).

(Nash, 2013) agrees with the proposition that the shape of how we eat out in the future is currently being tested in companies such as McDonald's, Burger King, Domino's, and the various other companies in the quick service restaurant sector. This sector delivers worldwide sales of $707 billion. Consequently, building customer loyalty through the use of technology, which is both customer facing and of benefit to employees, is high on the agenda. Customisation and convenience will be enabled by the interaction between customers' personal devices and the restaurant systems that enable the business to analysis and make sense of the information, and help to grow profitable sales. As a result, technology elevates the quick service restaurant from a destination to a service, which you can utilise at your convenience. Whilst the quality of food, speed of service and cleanliness remain green fees for customers choosing one outlet over another, technology has become the game changer, the differentiating factor. Customer expectations of how restaurants use technology has therefore evolved; they expect speedier, more accurate ordering, digital vouchering and different ways to pay.

Optimising new technologies in order to build customer loyalty creates challenges for companies; these include adaptation of existing roles and increased interactivity between employees, customers and the

organisation. This will require increased training and communication in order to help support the development of knowledge across all the stakeholders (Chesborugh, 2011).

1.2 <u>Aims and objectives</u>

1. To develop a greater understanding of how customers perceive the introduction of new technology into a quick service restaurant environment.

2. To understand the adoption of technology and to acertain how this relates to customer satisfaction.

3. To make recommendations to help facilitate the introduction of new technologies based on evidence gathered from a consumer perspective.

The objectives of this research are to seek:

- To undertake a qualitative study, through conducting 10 interviews with customers within a quick service restaurant.
- To present the customers' views of how they percieve the introduction of new technologies within a quick service restaurant setting.
- To present written recommendations to help the adoption process for customers within a quick service environment.

1.3 Research layout:

The presentation of the research traverses five chapters that are synopsised in this section:

Chapter 1

Enclosed within the introduction the reader will find an outline of the research and a disclosure of the topic of DIT and TAM and how they relate to customer perceptions of the introduction of self-service technology within a restaurant setting. Within the dissertation the researcher will evaluate the linkage between DIT and TAM to customers' perceptions of the introduction of new technology within a restaurant setting. This will be constructed from a comprehensive study of customers within the restaurant in question. The rationale for exploring the adoption of technology will be showcased. Furthermore, the aims and objectives will be synopsised to highlight what the researcher hopes to expose through the interview process.

Chapter 2

The literature review explores two relevant adoption theories relating to technology. In addition previous studies relating to customer preferences for human interaction versus SST service shall be considered. Kim et al. (2012) research into 'customer readiness' will help to build an understanding of the customer motivation when considering SST. The researcher will also seek to gain a better understanding of customer 'prior expectations' which Anderson and

Sullivan (1993) and Oliver (1980) found to be a deciding factor in driving customer satisfaction. Finally the findings from research conducted by Hensley and Sulek (2007) found that there were four main factors affecting customer perception of service quality; overall satisfaction, referal to friends, willingness to attend the restaurant with friends and return intentions. These will be used to help the researcher develop a semi structured interview that will help investigate the four hypotheses included in the literature review.

Chapter 3

This chapter introduces the reader to the research design and subsequent research methods undertaken during the course of the study. The decision for choosing a qualitative method shall be rationalised. Furthermore the justification for rejecting other methods will also be highlighted. The setting of the interviews and the participants chosen to undertake the interviews will be discussed in detail. Data collection will consist of 10 semi structured interviews conducted with five male and five female customers. The interviews will be recorded and transcribed to ensure the integrity of the data. Finally research reliability, limitations and ethical considerations will be outlined in the chapter.

Chapter 4

The findings arising from the qualitative study shall be presented in this chapter under the headings of Analysis, Findings and Discussion. The

information will be arranged into four emerging themes. These themes

have been chosen by the researcher to help further analysis and a

comparison with the literature review from chapter 2. Customer quotes

taken from their answers given during the interviews will be used to

help the researcher to validate the discussion section arising from the

findings within each emerging theme. Ultimately the researcher shall

validate or dismiss the four hypotheses outlined in the literature review.

Chapter 5

Within Chapter 5, entitled Conclusions and Recommendations, the

author will offer a summary of the researched findings and present

recommendations for further investigative research around the topic of

technology and customer satisfaction. All recommendations made are

intended to guide businesses that are considering making serious

investment in new technology in order to improve customer

satisfaction.

Chapter 2

Literature Review

Chapter 2

Literature review

2.1 Introduction

The following literature review is an assessment report of previous

studies relating to consumer adoption of technology within the

hospitality sector, supporting the researcher in justifying the research

relating to customers attitudes toward the introduction of SST into a

quick service restaurant setting and what effect the interaction can have

on overall satisfaction.

Previous research into the adoption of SSTs undertaken by Kim,

Christodoulidou and Brewer (2012) and Kattara and El-Said (2013)

focused on the hospitality sector, notably hotels. Central to the research

was a study of customer willingness to adopt new technologies with a

focus on the extrincic and intrincic motivation.

This study found that hotel customers prefered a human interface when

checking in rather than the SST alternative. In contrast Hensley and

Sulek (2007) conducted research into customer satisfaction within a

full service restaurant, focusing on four measures of service quality;

overall satisfaction, referal to friends, willingness to attend the

restaurant with friends and return intentions were used to determine

customer satisfaction. Their findings pointed to the fact that customers

were more concerened with the entry service wait rather than the in

service or exit service wait. This has implications for the customers using SST in a quick service setting as the researcher will seek to understand if service speed is a factor in customer satisfaction.

The author will seek to contribute further to previous research undertaken through an exploratory study of how technology is enhancing customer satisfaction within a quick service environment. Existing theories of adoption will be utilised to help the author gain a clearer picture as to the motivation behind customers' preference for technology compared to human interaction. Consideration will be given to Rogers' (2003) Diffusion of Innovation Theory and Davis' (1989) Technology Acceptance Model, helping to build an up-to-date picture of how consumers within the quick service industry are adapting to new technologies.

2.2 Theoretical background

Diffusion of Innovation Theory

The Diffusion of Innovation Theory (DIT) can be is explained as the way, over time, an idea or innovative new product filters across a population or social system through adoption (Rogers, 2003). The origins of Rogers' theory began in the communications sphere. DIT has been used successfully in other fields such as public health, agriculture, criminal justice, social work, and marketing. Adoption (acceptance) is understood to mean that an individual does something in a different way than was previously the case; the key to adoption stands that the person must perceive the idea, behavior, or product as new or

innovative (Rogers, 1983). The process of an individual's adoption of innovation is captured by Rogers as the:

> Process through which an individual (or other decision-making unit) passes from first knowledge of an innovation, to forming an attitude toward the innovation, to a decision to adopt or reject, to implementation of the new idea and to confirmation of this decision (Rogers, 2003, p. 20).

The rate of adoption by an individual can be impacted by the following five attributes: relative advantage, compatibility, complexity, trialability and observability (Drape et al., 2003). According to Roger, (2003) relative advantage is the degree to which an innovation is perceived as being better than the idea it supersedes.

This infers a requirement for organisations to focus on driving change by offering incentives to consumers, thus helping them to adopt the change while gaining the relative advantage delivered by the innovation. In the case of the introduction of instruction technology Bennett and Bennett (2003) refer to the need to highlight the specific pedagogical advantages that the instructional technology delivers above conventional teaching tools. Compatibility, the second attribute, relates to the level of perceived consistency the innovation has, when measured against the values, needs and past experiences of the possible adopter (Rogers, 2003). The third attribute, complexity, means that adoption speed can be linked to the degree of difficulty – rates of

adoption can be slower for more complex innovations (Drape et al., 2003). New technology can be intimidating for first time users; investment in time to help customers through the learning phase can be wise, as witnessed by the airline industry during the introduction of self order kiosks. The fourth attribute, trialability, is about having the opportunity to try new things as this can have a bearing on the individual's desire to proceed with adoption; in fact it is important that consumers get the chance to play around with new technology, allowing a degree of trial and error, as this can also help to speed the adoption process (Bennet and Bennet, 2003). Observability, Rogers' fifth and final attribute, 'is the degree to which the results of an innovation are visible to others' (Rogers, 2003, p. 244).

Demonstrations in highly visible environments are encouraged as this can help potential adopters to become familiar with the new technology through questioning and first hand use (Bennet and Bennet, 2003).

Technology Acceptance Model

The development of new technologies by companies is constant. In today's digital world the commercialisation of a successful innovation can be lucrative for firms. For example, Apple's financial results for quarter ending December 27, 2014 supports the notion that consumer electronics continue to be relevant in our day to day lives. As outlined by Apple.com (2015) the technology giant broke the previous record held by Russian utilities company Gasprom for the most profits posted in a quarter. Apple announced record earnings of $74.6 billion with net

profit of $18 billion; these results were boosted by the sale of iPhone®, Mac® and record performance of the App Store℠: 'iPhone unit sales of 74.5 million also set a new record' (Apple.com, 2015).

Understanding how consumers may react to new technology can have an impact on profits for companies, particularly firms where technology is not their core competency. Davis' (1989) technology acceptance model (TAM) has become one of the most widely used theoretical models for studying user acceptance of new technology (Kim and Shin, 2015). TAM advocates two main psychological factors of user acceptance of technology: perceived ease of use (PEOU) and perceived usefulness (PU). PEOU relates to the expectation of the end user that the technology is easy to master, while PU relates to the perceived benefits the prospective user may gain as a result of adopting the new technology (Davis, 1993). Consequently, the higher a subject's PU and subsequent attitude is, the more likely they are to adopt and use the new technology.

Comparisons have been drawn between the TAM concepts of PEOU and PU with DIT. This was emphasised in earlier studies where the DIT concept of 'relative advantage' was found to be analogous to 'perceived usefulness' from TAM (Venkatesh et al., 2003). Moreover, in order to obtain uniformity with other emergent models of adoption, Moore and Benbasat (1991) gave 'complexity' from DIT the re-categorisation of 'ease of use'.

Additionally there have been studies completed that have adapted the 'usefulness' and 'relative advantage' paradigms into an investigation to determine whether service delivery approaches enabled through technology are felt to offer greater advantages when compared to the traditional human interface for service delivery (Kattara and El-Said, 2013; Bitner, Brown and Meuter, 2000; Moore and Benbasat, 1991). Research conducted by (Meuter et al., 2000) sought to utilise these concepts relative to the use of SST when evaluating foundations of customer satisfaction. The results found that, when the customer perceived an additional benefit could be delivered by the use of SST, satisfaction was fulfilled. System benefits include overall convenience, speed of service delivery, and ease of use (Kim, Christodoulidou and Brewer, 2012)

2.3 Customer satisfaction

Anderson, et al. (2013) suggest that business executives pay attention to building long term relationships with consumers, given the value to the business these parnerships can deliver. While gaining a competitive advantage can be achived through short term tactics such as the introduction of new products, this can be extremley frustrating as the advantage is rarely sustainable. However, companies can foster greater levels of customer loyalty by developing long term relationships built on satisfying customers.

'What's more, a small increase in customer loyalty can make a big difference in company profits. McDonald's, for example, calculated

back in the 1990s that just one additional visit per week by "heavy users" would boost annual sales by more than $10 billion dollars.'

Customer satisfaction can be separated into two defining categories (Hung and Wong, 2007). Firstly, customer satisfaction can be realised when the customer's requirements or needs are fulfilled (Fournier and Mick, 1999). Furthermore, customer satisfaction can by described as the degree to which an experience or perception of service is upheld or falls short in relation to prior expectations (Anderson and Sullivan, 1993; Oliver, 1980). This conventional view of satisfaction links to the research revolving around the value customers place on the provision of goods and services by suppliers (Oliver, 1997).

The second, less employed view of customer satisfaction holds more weight across the business fraternity and revolves around the organisation's ability to deliver on its promises (Hamilton and Nowak, 2005). In other words customer satisfaction is observed as the organisation's capacity to match the consumer's business, emotional and psychological needs (National Business Research Institute, 2005).

The researcher proposes to conduct research in a quick service setting to evaluate changes in customer attitudes once exposed to new technology; this will be done through 'an exploratory analysis of how technology is enhancing customer satisfaction within the fast food environment.' The purpose of this study is to examine customer levels of satisfaction within a fast food environment following the introduction of technology designed to create ease of ordering and

enable customisation.

2.4 Customer readiness

Within the Irish context the conducting of a semi-structured interview process with customers within a restaurant setting will seek to gain an understanding of how customers perceive SSTs as an alternative to human interaction building on the previous research conducted by Kattara and El-Said (2013). SSTs have become much more commonplace and can be utilised for flight check in, boarding pass printing, ordering food in traditional restaurants, room service and television systems allowing for check out services in hotels (Chen, 2011). Similarly, Ong (2010) posits that service experiences that were previously performed by service employees are now being carried out and delivered through the use of SSTs. In 2005 The Four Season Miami attempted to improve customer service levels through the introduction of SSTs at each of the pool lounge chairs (Connelly and Werbitt, 2005), while Harrah's Rio All Suite Hotel & Casino introduced touch screen tables for younger clientele who wanted to order food or drinks from the bar (KEPRTV, 2008).

In circumstances where the individual preference was to use SSTs over human interaction, the emphasis placed on 'ease of use' and 'the speed of delivery' yielded the best outcomes in relation to positive attitude toward SST technology (Kattara and El-Said, 2013).

One of the most distinguishing characteristics found to influence customer adoption of technology was 'customer readiness' (Kim,

Christodoulidou and Brewer, 2012). Kim et al. (2012) defined 'readiness' as the level of understanding the customer has towards the steps required when placing an order on the SST. Since readiness and ease of use are terms previously highlighted in DIT and TAM the researcher will investigate these constructs during the interview process. The four hypotheses below shall be investigated during this study to help prove/disprove the fact that technology can be a catalyst for a positive experience within a restaurant setting.

H1. When customers perceive an extrinsic benefit can be delivered through the use of SSTs their willingness to use them increases.

H2. Customers have a positive attitude towards SST usage if the transaction is found to be easy to complete and not too complicated.

H3. Customer satisfaction is higher when the speed of service is improved as a result of the use of SSTs.

H4. Customers' adoption is more prevalent in those who have a basic understanding of how to go through the steps when placing an order on the SST.

2.5 Research Question

The researcher proposes to conduct research in a quick service restaurant setting to evaluate changes in customer behaviour/satisfaction once exposed to new technology. This will be done through 'an exploratory study of the role of how technology is

enhancing customer satisfaction within the fast food environment.' The purpose of this study is to examine customer levels of satisfaction within a quick service environment following the introduction of technology designed to create ease of ordering and enable customisation.

The above question will seek to explore and establish whether a correlation exists between the introduction of technology within a quick service restaurant and the overall satisfaction of customers during their visit. This will be achieved through the use of qualitative research. It will consist of 10 interviews conducted with patrons who visit a quick service restaurant in Dublin.

2.6 Conclusion

Technology is becoming more prevalent in our daily lives; consequently more and more companies are investing in technology in an attempt to differentiate their offering. Importantly, the customer perception and acceptance of new technology within a business enviroment can be the deciding factor as to whether the investment will deliver a return. Therefore, an understanding of whether customers see a benefit in the introduction of new technology and derive satisfaction from the use of the technology is critical. The use of SSTs as a form of ordering of goods and services is not a new phenomenon: the Four Seasons in Miami made use of SSTs as early as 2005 (Connelly and Werbitt, 2005). However in the context of the Irish market place,

utilisation of SSTs in a quick service setting is relatively new. This dissertation will investigate customer perceptions of the introduction of new technology into a quick service restaurant in Dublin. The areas highlighted in the literature review relating to adoption of technology will be scrutinised. Further analysis of Rogers' (2003) DIT will be undertaken, coupled with Davis' (1989) TAM. Additionally the links between DIT and TAM will be examined to ascertain whether adoption will arise out of customer satisfaction resulting from the use of technology.

Chapter 3

Methodology

Chapter Three

Methodology

3.1 Introduction

This chapter will outline the research method and study design chosen

for this dissertation. Additionally both the research method and study

design shall be explored, summarised and considered in this chapter.

The justification for disregarding other methods will also be

highlighted.

Aims of the research will be used to explain the rationale, process, and

sampling of participants and data collection. Creswell (1994) describes

a qualitative study as the investigation of a problem that emanates from

a human or social sphere in order to gain understanding. Research

reliability of a qualitative method is explained to support the utilisation

of this method for this research. Ethical considerations and overall

limitations will express the researchers understanding and adherence to

these matters. Finally, the conclusion will sum up the information that

has been gathered.

3.2 Research design

The best research data can be obtained when time is taken to develop a

suitable research design (Toledo-Pereyra, 2012). Additionally,

Sarantakos (1998) argued, when undertaking a research project the

research design can be considered one of the most important aspects.

The overall design of the research process affords the researcher a template for the collection of and analysis of the data. A decision needs to be made as to the type of method that will be undertaken: Quantitative versus Qualitative or a mixture of both.

Quantitative v Qualitative

A *quantitative* approach to reasearch examines the relationships between variables, employs clear and unambiguous questions and undertakes numerical measurement, and it is usually the case that the researcher is seen as independent from those being researched (Saunders, et, al, 2012).

In contrast a *qualitative* process studies the relationship between participants and what something means, can employ a number of data collection methods and favours non probability sampling techniques, and the researcher usually has to build an affinity with participants (Saunders, et, al, 2012).

The author decided to choose a qualitative method of research comprising interviews aimed at understanding a customer point of view. The researcher believes that this approach, defined as 'any kind of research that produces findings not arrived at by any means of statistical procedures or other means of quantification' (Strauss and Corbin, 1990: 77), fits perfectly.

The hypothesis delineated within the literature review formulated the basis of the research design. Permission was granted for the access to customers within a quick service restaurant setting. This followed the introduction of new technologies including SSTs within the restaurant itself. The design outlined allowed the research to apply the relevant DIT and TAM theories and access how they relate to customer satisfaction. (See fig 1 for details.)

Fig 1. Research design relating the adoption of technology with satisfaction drivers

TAM	DIT	Satisfaction derived from
Perceived usefulness	Relative advantage	Speed of service
Perceived ease of use	Complexity	Service quality
	Compatibility	Meeting needs
	Trialability	Readiness (trying new things)
	Observability	Gaining understanding of benefits

3.3 <u>Research methods</u>

A qualitative approach adopting the form of open-ended interviews was used, with customers asked to answer questions framed to give the researcher an in-depth knowledge of the problem being addressed. Saunders et al. (2012) suggest that the main advantages of using interviews when conducting qualitative research include the ability to probe answers given in order to better understand the interviewees' motives and feelings. Moreover, the interviewer has the ability to seek

clarification from the respondent on any area of the discussion.

Importantly, in contrast to an administered questionnaire, the

interviewer has the ability to witness any non verbal cues given by the

participant during the interview. Denzin and Lincoln (1994) describe

qualitative research as a method that involves an interpretive,

representational approach to its subject matter.

The interviewer has the responsibility of guiding an investigation in the

fashion of a conversation, which in turn can deliver data that can help

build an understanding of the subject in hand. In contrast to a set of

rigid questions delivered by the interviewer the process should be

undemanding and allow the respondent time to consider their answers

(Suchman and Jordan, 1990).

Criticism

The use of interviews as a method for research is viewed as having a

number of challenges of which the researcher needs to by mindful: the

interview process can be time consuming compared to a survey

approach, data is usually obtained from a smaller group of individuals,

and the use of recording devices for audio and video can be troublsome

for the uninitiated researcher (Saunders, Lewis and Thornhill, 2012).

The author is confident that the approach chosen for this reseach project

will give sufficient time to allow a comprehensive interview process,

with open ended questions providing rich data from which to devolop

the findings and recommendations. While the researcher understands

clearly that the study represents an investigation of a specific restaurant

at a particular point in time, any concerns regarding generalisation are

negated by the fact that any generalisation will be upheld against the theory and not the overall population. Finally, the researcher will be conducting adequate testing of the technology expended for the use of the interview sessions in the restaurant. This testing will ensure that the audio from interview can be recorded and captured to a computer for later transcription and analysis.

3.4 <u>Research setting and participants</u>

The qualitative method was chosen with semi structured interviews taking the form of open-ended questions conducted in a quick service restaurant in Dublin's south east. The technology will consist of self-order kiosks, digital menu boards, and digital information boards displaying pricing, calorie and nutritional data. Tablets will be placed in the dining area in order to ascertain whether consumers place value on free access to the internet and/or gaming, and finally the customers will be asked to give their views in relation to free Wi-Fi within the restaurant.

A quick service restaurant on the south east of Dublin was chosen as the location to conduct the interviews. The location was chosen as a consequence of the fact that this was a relatively newly opened restaurant with SST, free Wi-Fi and a table that housed six Samsung tablets that were available for customers to use during their visit. The Samsung tablets were loaded with a number of apps allowing patrons to read the news, play games, read emails or browse the web.

The restaurant chosen provided the opportunity to conduct an analysis of customer satisfaction and reaction to self-service technology. This included the introduction of self-order kiosks, digital tablets placed on a selection of tables, new digital menu-boards, and new tablet ordering facilities allowing for queue busting and table service. The restaurant will also be fitted with an upgrade of the kitchen platform and will incorporate the introduction of dual point service with a collection point in order to service the customers choosing to use the SST.

The 10 participants who voluntarily undertook the interview process were actively selected for the qualitative study. Each were presented with an interview pack containing the letter of interest, the consent form and the open ended questions that were used during the semi structured interview. (See appendix 1, 2 and 3.) The volunteers were all patrons of the restaurant and ranged in age with a balanced gender mix. Justification for the selection of participants arises from the researcher's desire to achieve a diverse combination of views from the customers who used the restaurant in question.

3.5 <u>Data collection</u>

Both primary and secondary sources were used in the collection of data for this study.

The researcher employed a qualitative method consisting of semi structured interviews. These interviews were undertaken with the consent of 10 customers who were patrons of the quick service restaurant chosen. 'This technique is used to collect qualitative data by

setting up a situation (the interview) that allows a respondent the time and scope to talk about their opinions on a particular subject. The focus of the interview is decided by the researcher and there may be areas the researcher is interested in exploring' (Lee, 2012).

Participation in the interview process was entirely voluntary. Each volunteer was presented with a letter of interest. The letter of interest outlined the area of study and an email address should any concerns arise. Also included was an overview of what the process involved, estimated duration of the interview, and a description of how the semi structured interview was to be conducted and the participation required from each patron.

The overview included what it was the research topic was hoping to investigate and why it was esential for the restaurant customer to be as open and honest with their answers as possible.

The consent form made it clear that inclusion was voluntary; moreover, the individual had the right to remove themselves from the process at any time should they wish to do so. Additionally, each interview was recorded using an Apple iPad. All of the participants were informed about the use of the iPad to record the audio from the interviews in advance of signing the consent forms. There was also a dialogue relating to the absolute right of each participant to withdraw from any line of questioning that they were uncomfortable answering.

Importantly, the up front transparent communication, conveying details such as the anonymity of all participants, confidentiality, and the right to withdraw from any element of the questioning, led to an open and honest dialogue between the researcher and the participants. Consequently, the data collected was rich and conveyed the participants' feelings and perceptions resulting from their first hand experiences. As stated, anonymity was agreed before any interview was undertaken and, during the process of each interview, participants were reminded that the research was confidential and conducted in accordance with the Data Protection Act 1998. During the process of compiling the dissertation, both primary and secondary sources of research were employed by the researcher.

Primary Sources

Emery (1995) describes primary data as information not yet gathered, originating from original material and relating specifically to the area of research.

Secondary Sources

Secondary data is identified as data produced for another purpose other than that of the subject in hand. This type of data would not be developed to solve the current problem being researched (Cooper and Schindler, 2008). The author used secondary sources comprising of journals, books and online materials.

3.6 <u>Research reliability</u>

Saunders, Lewis and Thornhill (2000) posit that there are four main

threats to research reliability. Firstly subject error: a participant's ability

to take part in a study may be hampered where the study is conducted

over different times of the day or week. Since all of the interviews were

conducted on the same day in the same venue this should reduce the

margin of error. The second area to consider is observer error: although

the questions were open ended the researcher did build a semi

structured framwork with which to guide the interview process. Thirdly

there is subject bias: customers may have thought to answer the

questions in a manner preferable to the interviwer. In order to overcome

any such bias all customers were informed that the interview notes and

recordings were confidential and that no names would be used. Lastly,

observer bias was a consideration; when interpreting the replies a host

of different opinions and approaches may be undertaken. All customer

interview transcripts are included in the appendix section, and this

provides the reader with the opportunity to interrogate the responses

themselves.

3.7 <u>Limitations and ethical considerations</u>

Limitations arising from the research include:

Interviews were conducted over a period of one day. In order to limit

possible misinterpretation and observer bias the researcher subsequently

sent a copy of each transcript to the participants to help ensure they

were happy with the interpretation of their responses. The researcher acknowledges that his exposure from years of employment in the quick service industry may create bias. As a result, he is aware that 'two possible sources of bias that may occur: (a) the effects of the researcher on the case and (b) the effects of the case on the researcher' (Mills, 1997). In addition, the interviewer may infer bias throughout the interview process that may create a bias in the way the participants respond. This may be as a result of how the questions are structured or how the interviewer may force their own personal beliefs onto the participants. Moreover, the interviewee may have certain bias leading them to answer questions in a manner that is in keeping with their personal beliefs regardless of actual experience. The researcher has endeavoured to restrict the occurrence of subjective bias and to act with neutrality through the study.

When conducting the research strict adherence to the NCI Ethical Guidelines for research were followed. Confidentiality, anonymity and consideration for the needs of the participants were also strictly adhered to. Using the guiding principles outlined in the NCI document participants were afforded the following three principles designed to protect their rights: 1. Respect for Persons – persons should be treated as autonomous and should not be coerced in any way. 2. Beneficence and non-maleficence – focuses on the need to protect the well-being of participants and finally 3. Justice – emphasises the need to employ fairness in the distribution of benefits and risks to the participants.

Chapter 4

Data Analysis, Findings and Discussions

Chapter Four

Data Analysis, Findings and Discussions

4.1 Introduction

Within this chapter the author will aim to analyse and outlay the data

collected during the course of the study. The data is derived from both

primary and secondary sources. In the case of the primary sources,

outputs from the 10 semi structured interviews conducted with

customers visiting a quick service restaurant will be scrutinised in order

to create meaning and understanding from the data gathered as part of

the qualitative process. Furthermore the secondary data gathered from

journal articles, online and general publications within the particular

field will be used to support the findings.

4.2 Data Analysis

Qualitative data analysis is defined as 'working with data, organizing it,

breaking it into manageable units, synthesizing it, searching for

patterns, discovering what is important and what is to be learned, and

deciding what you will tell others' (Bogdan and Biklen, 1982: 145).

During the data analysis phase of the research the author processed the

information in order to answer the research question. Consequently, the

hypothesis shall be proved/disproved while new learnings relating to

the topic shall be highlighted. Recorded interviews were firstly

transcribed to help the researcher analyse the information for

comparison to the research question. The themes emerging from the

interviews were captured and categorised in a process described by

Strauss and Corbin (1990) as 'open coding'. In this phase the data will be identified and tentatively grouped into a number of conceptual categories resulting from the emerging themes. Typically, the form of data analysis qualitative researchers undertake is categorised as inductive analysis, in other words the themes arise from the data (Patton, 1990).

Following an examination of the transcribed interview reports, four main themes emerged that linked the technology adoption and satisfaction of the customers.

The four major themes are as follows:

- Theme 1: Relative advantage (linked to perceived usefulness)

- Theme 2: Perceived ease of use (linked to complexity)

- Theme 3: Overall experience (linked to compatibility)

- Theme 4: Previous experience (linked to trialability and observability)

For the purpose of linking the audit trail from interview transcript through each theme and final findings, quotes shall be referenced in a manner that ties them back to the participant. In order to provide a sense of context each participant/customer will be given a reference to help the reader understand the code that links them to their quotes. (See examples, Brown, 1996; Duffee and Aikenhead, 1992). In the case of this study the 10 customers shall be identified as C1, C2, etc. An

illustration of this process is as follows: if customer 8 makes a statement that has relevance to a specific theme, the comment can be identified from the source using the code, in this case customer 8 would be referred to as C8.

4.3 <u>Findings</u>

The overall findings of the report were based on the qualitative approach conducted during the research, whereby 10 customers visiting a quick service restaurant were interviewed and asked how they perceived their visit and their opinion regarding the technology within the restaurant. The interviews comprised four male and six female participants, with ages ranging from 16 up to 70. (See appendix 4 for more details.) The interviews were broken down into four areas of discussion.

1. **General** thoughts, perspective on the technology and overall impression of visit.
2. **Technology:** individuals' exposure to technology, perception regarding ease of use, and perceived usefulness.
3. **Overall satisfaction:** likelihood to return and likelihood to tell a friend.
4. **Discussion areas:** Open-ended questions regarding improvements, and anthing else that could enhance the customer experience.

The duration of the interviews ranged from 7 to 11 minutes, during which time the researcher asked open-ended questions, and each customer was asked to outline what their thoughts and feelings were in relation to the introduction of technology into the restaurant environment. (See appendix 3 for the interview structure and the composition of the open ended questions. See appendix 5 for the transcription of the 10 interviews conducted with the four male and six female customers.)

The overall findings from the interviews emerged in the following four major themes:

Theme No.1 Relative Advantage

- The introduction of tablets for gaming or news consumption was welcomed.

- Wi-Fi was perceived as an advantage; however this was considered almost a basic requirement.

- The SSTs were seen as a way of overcoming language barriers often experienced during human interaction.

- The perception of the overall time was positive when using the SST.

- Customers liked the fact that the food was freshly prepared, rather than served from a holding bin; the 'made for you' aspect was favourable.

Theme No.2 Perceived ease of use

- Customers' perception of the SST with reference to ease of use was good; however, there were some glitches that the customers with children identified regarding the ordering of drinks with the children's meals.

- The feeling that customers had more time to place their order on the SST was perceived as a benefit.

- Perceptions of ease of use could be enhanced through the introduction of a staff member to help first time users and older users who were less familiar with the technology.

- One customer felt it was easier to place their order on the register rather than the SST when ordering a single item such as coffee.

Theme No.3 Overall experience

- It became clear that speed is a major consideration for customers and an influence of satisfaction.

- Fresh hot food was considered a benefit as customers rated the 'new experience' highly.

- Some customers prefered the thought of using an SST rather than human interaction.

- The customer who was accompanied by her family felt that the additional technology led to the restaurant feeling more balanced between adult and child friendly.

- The customisation option offered through the kiosk was perceived as a benefit as customers could alter their order to meet their own tastes; this seem to have a positive effect on overall satisfaction.

- Although the customers perceived the delivery of fresh food through the made for you system to be a benefit, there was confusion as to how this could be delivered in an acceptable timeframe.

Theme No.4 Previous experience

- Customers who were familiar with technology in their daily lives were more confident about trying the SST technology within the restaurant.

- A number of customers felt that the addition of a staff member to help individuals navigate through their placing of an order on the SST would be welcome. Surprisingly, customers who were familiar with the technology communicated that this would almost be a deterrent.

- The investment in the décor of the restaurant was identified as a positive; there was a feeling that the restaurant was more upmarket.

- Parents were happy for their children to use the SST and to play on the tablets. The parents' perception of the technology was positive as it helped occupy the children's time.

- Value for money came out as an important determinant for families in choosing this quick service restaurant.

- One customer was very happy to use the SST; although the units themselves were not as visible to her as she would have expected.

4.4 <u>Discussion of findings</u>

The following section is intended to highlight the researcher's interpretation of the findings arising from the data analysis in the context of the literature review. Secondary research conducted and then showcased in the literature review exposed the reader to the main theories regarding technology acceptance and the overall drivers of customer satisfaction. The author aims to determine whether the primary research backs up the information outlined in the literature review. The four themes outlined in the findings from the research shall be discussed. The customer responses captured as quotes from the semi structured interviews shall be utilised in order to support the findings and to help validate the research.

<u>Theme No.1 Relative Advantage</u>

Customers responded favourably when asked about any benefit they perceived arising from the introduction of technology in the restaurant. **C2** replied: **"Oh yes, definitely yeah. It's great for the children to have an iPad, if they've finished a meal and you haven't, you can go and occupy themselves and not run around the restaurant like**

you do find can happen which is very annoying. So at least they're occupied, it's brilliant". C8: Answered "I would definitely recommend it in relation to the experience, the hot food and the customisation of your own personal order". A female customer who brought her young daughter into the restaurant talked about the tablets on the dining area **C3: "Well she's small, she wouldn't eat as much as I would so it meant she wasn't being naughty, I could take my time, have my coffee, she's right beside me and she's playing the game, so it was handy for me, I enjoyed it".**

The addition of free Wi-Fi came out as a strong positive from customers. This supports the previous findings relating to 'overall convenience' from the research conducted by Kim, Christodoulidou and Brewer (2012). In fact free Wi-Fi was almost expected and would drive customers to choose one venue over another. This was highlighted by **C10** who stated: **"It definitely would, yeah, if I know one place has Wi-Fi over another, I would select the place with Wi-Fi if they both offered equal service". C1: Replied "Well having a teenager and a young child, having Wi-Fi is one of the biggest and most important things… Yeah, I have to say, if we bring them anywhere, the first thing they ask is, 'Is there Wi-Fi? Get me the number.' So this is the age of technology". C7: Answered "Yeah, it's a massive benefit because you're not relying on using up credit or data. When you're coming to a restaurant you can use Wi-Fi freely".** In relation to the eight customers who used the SST, they were

positive about the addition of the SST into the restaurant and cited speed, convenience and customisation of their food. **C3** replied: **"It was actually faster than I've been before because of the kiosk, I got served faster. Got the ticket and then queued. Yeah, I'd recommend it, because it was very quick. And if you've got children with you it's nice to be fast so you can get seated when they're hungry". C7** stated: **"I really enjoyed it. I like using the kiosk because I can customise my own meal, because I prefer to eat food that's plain or with less condiments on it". C6** stated: **"I liked the new system the way it gets processed. You're not getting old food; you're getting food as you order". C2** responded: **"You can customise, the same way as your food here, you can actually pick what you want".**

An unexpected benefit communicated to the researcher from one of the participants related to overcoming language barriers that the customer perceived existed across quick service restaurants **C2** suggested: **"There was no problem with language. Sometimes you go into a restaurant to be honest with you, and you have people who are speaking English but they're not very clear and there can be confusion about what you ordered and they can't understand what you're saying and you're repeating yourself repeatedly. I notice this a lot in restaurants. So that way you go in, you go to the keyboard, key in what you want, no problem."** Overall the response towards the introduction of SST was positive, supporting Rogers' (1983) DIT theory of 'relative advantage' and Davis' (1989) TAM

'perceived usefulness', whereby the eight customers who used the SST perceived that there was a benefit to them. This aligned with Meuter et al., (2000) who found that when customers perceived an additional benefit was delivered by the use of the SST, customers were satisfied with their visit. Therefore the researcher found that Hypothesis 1. 'When a customer perceives an extrinsic benefit can be delivered through the use of SST their willingness to use them increases' was true.

Theme No.2 Perceived Ease of Use

When approaching the second hypothesis that revolves around ease of use, the researcher asked customers to answer questions about how they found the technology in terms of ease of use, and what their overall impression of the visit was. Although the interface was easy to navigate, there were two customers who found ordering drinks to be difficult. **C1** answered: **"We just used the self-service. It was efficient but there was some glitches. We tried to order Coca-Cola for the young child but we couldn't do so. So I just ordered the meal as usual but I could only choose the orange juice or water or apple juice. It would not give me the Coca-Cola, which I would have liked to choose myself. And then I had to go back and buy a Coca-Cola for my son. But overall it's new technology so I'm sure there'll be a few glitches. And the staff are very happy to accommodate and I gave the orange juice back".** Similarly, in response to the question regarding ease of use **C3** replied: **"I found it**

easy enough. The only part I didn't find easy when I tried to order on the child's menu, it was just the drinks part I tried to order. They usually have a large selection but what came up was just three drinks and I was looking for Fanta. And they hadn't got that so I had to order separately. That slowed down a bit".

Notwithstanding the challenges presented to families when ordering kids' meals, customers did relay a view that further supports the investigations of Kattara and El-Said (2013); Bitner, Brown and Meuter (2000), and Moore and Benbasat (1991) involving service delivery through SST versus human interface, in which speed of service and ease of use were deciding factors for customers adopting the SST and subsequent satisfaction. **C5** replied: **"Yeah, it was really quick, like it wasn't slow or anything. The way you press stuff is really fast. You were finished by about five minutes max".** C4 stated: **"I didn't think it would be as easy to use".** Customer 4 also stipulated: **"No, I found it very easy to use and it was much quicker because the food was served much quicker and actually I prefer the self-service where you have time to look at the menu yourself rather than when you're on the till, you feel you're rushed to try and find what you want on the menu".** C5 answered: **"It was really nice. It was really handy and it was really quick to order for our food and stuff, so it was really cool".** C7 responded: **"Yeah, I thought the kiosk was very easy to use, the text was large, it was very easy to read and very easy to follow".** However in contrast to Kattara and El-Said (2013) who found hotel guests rejected SST over

human interface during their registration phase, the researcher found 8 out of 10 customers perceived the use of SST to be better than the human interface. This finding was linked to the benefits of 'speed of service', 'convienence', and 'ease of use' delivered by the SST which links directly to DIT and TAM. Resultantly the reseacher found that H2, 'Customers have a positive attitude towards SST usage if the transaction is found to be easy to complete and not too complicated', was also to be true.

Theme No.3 Overall experience

Results of the research revealed that customers were satisfied with their visit overall and the introduction of technology into the restaurant was perceived as a good thing. **C1** replied: **'Well I just think it was nice and bright and airy, we just commented that it was a very much more adult and child friendly place.'** **C3** answered: **"It's a quicker experience. It's probably the same, yeah, I liked the fact that it was much quicker and I love the food so it was a good experience".** **C4** replied: **"I don't know if I was surprised, it was a better experience I'd say, yeah".** **C8** stated: **"I would almost nine out of ten most definitely, I do feel I would go back into the restaurant that would have this kiosk system because first of all I'm time poor, so that ticked my box".** As stated early in the chapter the overall experience and subsequent satisfaction of customers was driven by the fact that they perceived the SST to be a faster alternative while Wi-Fi was seen as a big plus. Critically the speed of service was considered an

important benefit resulting from the use of the SST. Therefore H3, customer satisfaction is higher when the speed of service is improved as a result of the use of SST was true for all but one customer who did not feel this was the case when ordering a single item.

Theme No.4 Prior experience

Interestingly the researcher found that 'previous experience' was a big factor for customers considering the SST. The younger customers were happy to try the new technology, while the older gentleman was not as familiar with technology in his daily life, resulting in a reticence to approach the SST without supervision. Rogers' (1989) DIT attribute of 'compatibility' was keenly observed by the researcher as the customers' previous experience did affect their perceptions of the SST. The customers made strong recommendations regarding how the restaurant could make it easier for them to understand the SST. These recommendations were strongly linked to the 'trialability' and 'observability' attributes outlined in the literature review. **C1** suggested: **"Well I think it would be a good idea maybe to have somebody just at hand. I know when you go into supermarkets there's usually somebody standing, or the back, standing there to give assistance". C6** replied: **"You could have maybe a floater just in case somebody had trouble, they could walk over".** The older gentleman reinforced the earlier point as he replied, **C9: "Like I say, if I was fluent in using it, I would be, you know, more confident. And I'd say just once, I'd just need to be shown once and then I'd**

know". The researcher acknowledges the fact that two of the customers interviewed did not use the kiosk. **C9** replied: **"Well I would avoid it if I went to the likes of B&Q or somewhere like that, I'd prefer to go to a person. If I understood it, if I was shown it like that, otherwise I'd prefer to go to a person".** And one customer, **C10** replied: **"I wouldn't use the pay and collect for a coffee because I think it would be a slower process just going up paying your €2 and the person hands me over a coffee, I don't see how that would be a quicker system. So I don't tend to use it".** Interestingly the younger customer mentioned the fact that he communicates with his friends across the Xbox one gaming platform; this could be a consideration for companies in relation to future ordering methods **C7** stated: **"I have a mobile phone and a smartphone. I also have a tablet at home and I also have an Xbox which I use to play games through the internet and talk to my friends".** The results again point to individual needs and compatibility as a driver of technology acceptance. The older gentleman seemed eager to learn how to use the SST; however his lack of experience was holding him back, he said, **C9: "Well, it's just something that I know I have to learn, you know what I mean, if it's the only way of ordering. I know it's definitely coming so I would be interested in being shown what to do, you know."**

4.5 <u>Conclusion</u>

The conclusion of the research and review of findings from the interviews have demonstrated that customer satisfaction can be affected positively by the introduction of new technologies into a quick service setting. It should be noted that adoption of the technology was witnessed to be linked to DIT and TAM and furthermore the customers' willingness to try new things was influenced by their previous experience of technology. While customer satisfaction resulted from the use of the SST, the main reason they felt satisfied was as a result of the benefits delivered by the SST such as perceptions regarding speed of service and perceptions regarding fresh food. Finally customisation was seen to be a benefit to customers as they preferred to be able to adjust the condiments contained within their food. Wi-Fi was considered useful by the customers, although this was perceived as a must have; in fact customer stated that they would select one venue over another if Wi-Fi were the deciding factor. Younger customers perceived the SST as easy to use while older customers were more reluctant to use the SST without help from staff. The researcher found H1, H2 and H3 to be true while H4 was disproven.

Chapter 5

Conclusions and

Recommendations

Chapter Five

Conclusions and Recommendations

5.1 Introduction

In this chapter a conclusion to the research undertaken will be provided. The researcher will reflect on the aims achieved in combination with the findings that show customer satisfaction can be influenced by the introduction of technology into a quick service restaurant. However it was found that satisfaction was driven by benefits delivered by the technology such as speed of service, customisation and ease of use. The main findings shall be summarised and recommendations made arising from the findings that the researcher hopes can help guide companies who may consider the introduction of technology over a human service interaction.

5.2 Summary of research findings

The research findings indicate that the introduction of technology such as SST and tablets in the dining area were perceived as a benefit for the customers who took part in the study. Furthermore, free Wi-Fi is not considered a game changer but more of an expected feature for patrons; in fact, customers stated they would choose one venue over another based on them having free Wi-Fi, once the service levels and food quality were comparable. Rogers' (1983) DIT and Davis' (1989) TAM adoption theories were extremely relevant to the study as the DIT

adoption attributes of relative advantage, compatibility, complexity, trialability and observability were all identified as drivers of adoption for customers. The researcher supports the views outlined in previous studies where Venkatesh et al. (2003) linked relative advantage from DIT with perceived usefulness from TAM. Likewise the perceived ease of use attribute from TAM was found to be interchangeable with complexity from DIT. Althouht the researcher did find that the customers were satisfied as a result of the introduction of technology within the quick service restaurant, it has to be stated that the key driver of the customer satisfaction was not the technology itself; rather it stemmed from the benefits the customers perceived they could obtain from the use of the technology. For instance customers stated that they perceived the speed of service to be better resulting from the use of the SST; others were impressed with the concept of fresh food prepared for you as the order is placed on the SST. These findings present opportunities for companies embarking on an investment into new technology that can further enhance their business experience and service delivery to customers. Recommendations arising from this research will be covered in the next section.

5.3 <u>Recommendations from findings</u>

The researcher would like to make the following recommendations arising from the findings of the study:

- The introduction of tablets onto the dining area of the quick service restaurant was seen as a positive move by patrons. Customers felt this would be better if there were a tablet device at each table rather than just one bank of tablets on a single table. Futhermore, the tablets could then be used as additional devices for customers to use when placing their order, facilitating a form of table service within the restaurant.

- Although 8 out of 10 customers showed a preference for the SST, one customer would not use it as he could not pay by cash. Arising form this finding the researcher suggests that there is a need to consider adding a cash payment option on the SST.

- The elderly gentleman was somewhat intimidated by the new technology and did not place an order on the SST.However he did state that if there were someone to step him through the process he would consider using the SST. This creates an oportunity for hospitality staff to engage with customers and build awareness of the new technology.

- Customers who were part of a family group had difficulty ordering a drink with their kids meal. As ease of use emerges as a strong determinant for patrons considering the use of SST, critically the interface should be seamless and all elements of

the order process and menus should be verified by service personnel before the restaurant is open to the public each day.

- The visibility of the SST was brought into question by one of the customers in the study. In order to encourage trialability and observability, consideration should be given to the positioning of the SST as customers who are positively predisposed to using the SST may not be fully aware that they are operational.

- Once told, customers perceived the fact that the food was prepared as you place your order on the SST as a benefit, and that this was better than the previous method where food was made in advance and held in a warming cabinet. During the study the researcher found that customers were not aware that this was the case – a missed opportunity for the business in question. Consideration should be given to developing communication, letting customers know how the made for you system works.

- Value for money came out as a driver of visits from a customer with a child. Importantly caution should be taken when considering an investment in new technology as the cost of such investment should not be passed directly on to customers as this could have a detrimental effect on their perception of value and subsequent frequency of visits to the restaurant.

5.4 <u>Recommendations for future research</u>

This research found that age was a factor when considering the use of SST. Future research might consider looking at the main drivers of the older person's reluctance to use the technology. This may help business understand the older user's motivations, and help hospitality staff to understand what measures they could employ to help build confidence within this age group. The age profile of populations across the western hemisphere is rising; therefore a better understanding of the motivation of older people in general could yield better returns for companies.

A longitudinal study may help in understanding the impact that the introduction of new technology within a quick service environment might have on customer loyalty. Furthermore an investigation into the trade off between investment cost and ultimately the return on investment that the business could realise should be considered. Finally a study of the reason as to why some customers prefer the human interaction over the SST might help create parallel strategies for companies to ensure they are best placed to service both set of customers.

5.5 <u>Conclusion</u>

In conclusion the researcher found that the introduction of new technology into a quick service restaurant did have a positive effect on customer satisfaction. Customer perceptions of the technology were linked to their previous experiences linking to previous research

conducted by Kim, Christodoulidou and Brewer (2012), highlighting 'customer readiness"' as a driver of SST aceptance. Consequently the younger customers were much more comfortable using the SST as a result of their exposure to technology in their everyday lives. Wi-Fi was a critical service provided by the restaurant, while the younger male customer mentioned the use of Xbox one as a communications tool; there may be an opportunity for firms to tap into this resource for future ordering potential. On the other hand, although older patrons did express a reservation about using the SST, this was offset by their desire to try them out. It must be stressed that the older customer would try the SST only if there were a staff member present to help them through the process. Other customers made recommendations regarding having a member of staff available to help customers become accustomed to the new technology. Furthermore, recommendations were given in relation to increasing the visibility of the SST. This has repercussions for the installation of the SST as placement of the unit should be considered early on in the design phase. During the interviews conducted each respondent replied positively to the question regarding referral of the restaurant to friends. This was a result of their requirements for an easy to use process and more importantly speed of service being realised as outlined by Anderson and Sullivan (1993) and Oliver (1980), whereby customers' expectations were being met or exceeded resulting in satisfaction. Rogers' (1983) DIT and Davis' (1989) TAM adoption theories were extremely relevant to the study as the DIT adoption attributes of relative advantage, compatibility,

complexity, trialability and observability were all identified as drivers

of adoption for customers. The researcher supports the views outlined

in previous studies where Venkatesh et al., (2003) linked relative

advantage from DIT with perceived usefulness from TAM. Likewise

the perceived ease of use attribute from TAM was found to be

interchangeable with complexity from DIT. Although the researcher did

find that the customers were satisfied as a result of the introduction of

technology within the quick service restaurant, it has to be stated that

the key driver of the customer satisfaction was not the technology itself;

rather it stemmed from the benefits the customers perceived they could

obtain from the use of the technology.

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Appendices

<u>Appendices</u>

Appendix 1 Participation Letter

Appendix 2 Consent Form

Appendix 3 Open-ended Questions for Interview

Appendix 4 In-depth semi-structured Interview Participants

Appendix 5 Transcribed Interviews 1–10

Appendix 1 Participation Letter

Date: 03 August 2015.

Dear Participant,

My name is Jimmy Edwards, and I am a student attending N.C.I. in order to obtain a Masters in Business Administration. As part of my MBA I have undertaken a dissertation concerning the introduction of technology into a quick service restaurant and its effects on overall satisfaction. I would like to hold an unstructured in-depth interview with 10 customers who have experienced and utilised technology during their visit to a quick service restaurant, for example: the process of ordering their food through the use of a self-service kiosk within the restaurant setting.

This letter is to invite you to consider participating in this study that I am conducting as part of my MBA. Participation in this study is voluntary. It will involve an unstructured in-depth interview with 10 customers for 30 minutes to discuss your experience of technology within a quick service restaurant setting. The interview will take place at:
…………………………………………………………………………………………… ………………………... You may decline to answer any of the interview questions if you so wish. Also should you decide to withdraw from this study at any time you may do so without any negative consequences by advising the researcher.

With your consent, the interview will be recorded to facilitate the collection of information so that it can be transcribed for analysis. A copy of my findings will be made available to you if you require. All information that you provide will be considered completely confidential. Your name will not appear in any reports or my dissertation resulting from this study; however your anonymous quotations may be used. Data collection from this study will be retained in accordance with the Data Protection Act of 1998.

If you have any questions regarding this study, or would like additional information to assist you in reaching a decision about participation, please contact me at 086 855 1732 or email at jimmyedwards99@gmail.com

I would like to assure you that this study has been reviewed and received ethics clearance by the Ethics Review Board at National College of Ireland (1850 221 721). However the final decision about participation is yours. I hope that the results of my study will help build an understanding of customer perceptions regarding the introduction of technology within the quick service industry. I look forward to speaking with you and I thank you in advance for the time you have taken to reach a decision about participation in my study.

Sincerely, …………………………………

Jimmy Edwards.

Appendix 2 Consent Form

Informed Consent Form: National College of Ireland, MBA, Dissertation Research.

Please complete this form after you have read the Information Sheet and/or listened to an explanation about the research.

Project Title: **Advanced Research Theory & Practice.**

Researcher: **Jimmy Edwards.**

Thank you for your interest in taking part in this research. Before you agree to take part, the person organising the research must explain the project to you.

If you have any questions arising from the Information Sheet or explanation already given to you, please ask the researcher before you to decide whether to join in. You will be given a copy of this Consent Form to keep and refer to at any time.

Participant's Statement

I agree that:

- I have read the notes written above and the Information Sheet, and understand what the study involves.
- I understand that if I decide at any time that I no longer wish to take part in this project, I can notify the researchers involved and withdraw immediately.
- I consent to the processing of **my anonymous quotations information** for the purposes of this research study.
- I understand that such information will be treated as strictly confidential and handled in accordance with the provisions of the Data Protection Act 1998.
- I agree that the research project named above has been explained to me to my satisfaction and I agree to take part in this study.
- I understand that my participation will be tape- recorded and I consent to use of this material as part of the project.

- I understand that the information I have submitted will be published as a thesis and I will be sent a copy. Confidentiality and anonymity will be maintained and it will not be possible to identify me from any publications.

Signature: **Date:**

Print Name:

Appendix 3 Open-ended Questions for Interview

Topic: technology adoption and its effects on customer satisfaction

Gender	Male		Female	
Age	Under 18			
	18-24			
	25-34			
	35-44			
	45-54			
	55-64			
	65 and over			

Part 1 Topic for discussion 1	
No	**General**
1	What was your overall impression of today's visit?
2	Was there anything in particular that stood out for you during the visit?
3	Now that you have seen the new technology within this restaurant, can you tell me would you be inclined to visit again/tell your friends?

Part 2 Topic for discussion 2	
No	**Technology**
1	Can you tell me a little bit about your personal use of technology?
2	How do you feel about the prospect of placing your order on the self order kiosks?
3	What benefit, if any, do you feel the new technology in this restaurant might bring to you?
4	Are there any other occasions when you have used self-service technology?
5	How easy was it to use the technology in the restaurant?

Part 3 Topic for discussion 3	
No	**Overall satisfaction**
1	How do you think the overall experience could be enhanced?
2	When considering your previous experiences, how does this restaurant compare to other restaurants?
3	What are your thoughts in relation to the addition of tablets for accessing news/games/the internet?

Part 4 Topic for discussion 4	
No	**Discussion areas.**
1	Would you consider ordering your meal on a mobile device for collection at a time that suits you?

2	What is missing? How could technology improve your visit?
3	From a technological point of view is there anything else you would like to see included in this restaurant? (future mobile ordering, loyalty)
4	How likely are you to recommend this restaurant to others?

Appendix 4 In-depth semi-structured Interview Participants

Participants	Age	Status
Female and Male	35-44	Parents of family with 2 children
Female	55-64	Parent visiting alone
Female	25-34	Single Parent with 1 child
Female	45-54	Single
Female	Under 18	Visiting with friends
Male	25-34	Single
Male	Under 18	Visiting with friends
Female	25-34	Single
Male	65 and over	Parent visiting with spouse
Male	35-44	Single

Appendix 5 Transcribed Interviews 1–10

<u>Customer 1: family</u>

Thank you again for taking the time to answer questions for me. And just to ensure you that it's all confidential. I've seen you using the kiosk today with your family. Can you tell me what your overall impression of your visit was today?

Well I just think it was nice and bright and airy, we just commented that it was a very much more adult and child friendly place. The restaurant was very much geared towards children so it's nice to come in as a family and not think of it as like a child's play area. We used the self-service. It was efficient but there was some glitches. We tried to order Coca-Cola for the young child but we couldn't do so. So I just ordered the meal as usual but I could only choose the orange juice or water or apple juice. It would not give me the Coca-Cola, which I would have liked to choose myself. And then I had to go back and buy a Coca-Cola for my son. But overall it's new technology so I'm sure there'll be a few glitches. And the staff are very happy to accommodate and I gave the orange juice back.

That's good. Why did you choose the kiosk today?

Well I just wanted to try something new, we didn't have a lot of time to spend in, we're going off for the day so we just said we'd use it, it might be quicker because it's quite busy in here today.

Was there anything that stood out particularly in the restaurant as unusual?

I saw the new iPads when I came in the door and my son was playing with it but on thinking about it I think it's a great idea, but I think it would be better suited at a table rather than at the front door because it's more so of a child thing. So it's a bit of a health and safety issue and a bit of a child protection issue if the child went out the door.

You'd prefer to have your child closer to you.

Yeah, because I mean we're sitting over in the corner and if my child was in the middle seat, I can't see him. So it would be nice to have it at the table so I could continue to read a book while my child was playing on an iPad. That would be amazing.

OK. Would you recommend this restaurant, having seen some of the stuff in here, technology, would you recommend it to your friends?

Yes, I would, yeah. I'd recommend it. It's clean, it's comfortable, the whole ambiance is quite nice. And the decoration is lovely. I would actually.

I'd say it's updated now, it looks like a brand new restaurant, an upmarket restaurant.

Outside of the restaurant environment, can you tell me how familiar you are with technology and how do you use it in your daily life?

Well, I suppose we both have smartphones, we'd use iPads, we've smart TVs in the house, computers and tablets. Although maybe the children would know a lot more how to use the technology more than we would, still we have the basics. Today, working on the computer (kiosk) is quite basic and easy to use. Again there's one or two glitches but I'm sure over time, it's only a brand new invention I suppose.

Would you order things online or have you used internet ordering?

I would order from Debenham's, I would do shopping with Superquinn and things like that, so I would tend to buy a lot of things online so … And it's more because it's time saving where we work and we do things so it's nice and easy just to go, order, and pick it up on the way or have it delivered.

So time is really important?

Time, yes.

And do you trust when you order online that you're going to get what you order?

99% you should get.

But I usually just order with companies that I'm very familiar with like Debenham's and Littlewoods and Supervalu. I wouldn't tend to order with things I'm not accustomed to.

So it's familiar, is that important?

It would be well known, do you know what I mean, and trustworthy.

Especially brand names.

And how did you feel about placing the order on the kiosk in terms of security?

No, it's fine, obviously it's in a well known shop so I'm not actually giving any private information out, I'm only putting my card in and then sure that's pretty safe in any store you go to, you just have to make sure your hand is covering your numbers, so no, that wasn't an issue at all.

Just to go through the basic steps of a new system when you're placing your order. Once it catches on you'll fly through it, do you know what I mean.

I notice the restaurant has Wi-Fi also, do you see any benefit to the addition of having Wi-Fi, tablets and the kiosk?

Well having a teenage and a young child, having Wi-Fi is one of the biggest and most important things, because the children insist, as I say, myself and Paul could have a conversation or I could be in the restaurant and read a book and just enjoy. I mean …

It keeps them occupied and interested in certain things in the place.

Yeah, I have to say, if we bring them anywhere, the first thing they ask is, 'Is there Wi-Fi? Get me the number.' So this is the age of technology.

And is there any other benefit you see of introducing technology into the restaurant?

Time saving is the biggest. Time.

You mentioned there were some glitches. But other than that did you find it easy or difficult to use the kiosk?

If I was to give it a percentage, I'd give it 90% because it was the first time we used it. And then I suppose the more you go to it it would be easier. Yeah, I thought it was OK.

I mean once you start on it, the next time you come back in you'd go straight through.

Do you think the restaurant could have done anything for a customer like yourself who's using it for the first time?

Well I think it would be a good idea maybe to have somebody just at hand. I know when you go into supermarkets there's usually somebody standing, or the back, standing there to give assistance. But obviously all the staff are working behind the till, are working at the tables, so maybe that may be an idea for maybe a month or two while it's up and running. Starting off.

Was there anything else you think could enhance your experience in the restaurant?

I suppose things are catered now when you come in, for the kids and adults when you come into the place. There's nothing much more else.

I think if the iPads were on the tables, I think if, I mean, there was somebody there to help and assist just for a little while while it's up and running.

But it could be a bit tight for the staff here as well now, because it's a busy place.

Yeah, but it'd definitely something when you're starting out, they need to have it, Paul, if they don't have …

Someone standing there for a few minutes and if someone gets stuck just go help.

Put it this way, if I can't figure it out, I say here, I'm going, let's go to to the front counter.

Would you find if you were able to observe somebody who knew it you'd pick it up quicker?

Yeah. Definitely.

How would you compare this restaurant to other restaurants, quick service restaurants that you've visited?

it is one of the best. Much better than other brands, KFC or Burger King.

And would the technology here influence that?

I think so.

It's the whole atmosphere. When you go into …

The atmosphere coming into it.

I don't like going into Burger King, it's real dull and boring. I like KFC but my kids like this restaurant, they enjoy it. It's a fun experience for them. And I come along.

For the future, could you see yourself using a mobile device to place your order and then collect, would that be something you think might be interesting?

Well, yes, because then I could order the dinner and say to Paul, 'Pick that up on your way home.' And I could have paid for it, and Paul could collect it on his way home from work, so yeah, that would be very good. Or getting off the plane at Dublin airport and all the kids say, 'I want something to eat.'

Make it quick and efficient and ready for you.

Daddy's ordering you a MaccyD, happy days.

And considering everything, I think I've probably asked you already but would you think that it would be somewhere you'd return to?

Yes.

Absolutely,

Yes. Every time you go to a McDonald's there's something new, and it's just, it's an enjoyable experience, isn't it really. It's a family day out really. It's not like a bunch of kids running round going bananas.

Creating new menus every day as well.

Well Paul had a new burger today, what did you have?

It was yummy.

A steak burger, and he enjoyed that because he always has a McDonald's Big Mac.

The fries are starting to get better and better.

You mentioned time, and do you think that the introduction of the kiosk if it was to help you get through the process quicker, that would improve your satisfaction with the visit?

Yes. I definitely think if there was somebody there to help you on your first or second time, you wouldn't need help anymore. Same as going to any service, because when you're starting out doing something or when you're checking in at Dublin airport, the first or second time is always more difficult and then once you've been doing it, you use it more often.

Without having to queue anymore. You can do all the work on the iPad and straight through and that's it. Ready for you.

With regards to placing orders, how do you feel when there isn't a human interaction because you're using technology and a kiosk versus a person who's going to take you order.

But you still have to go up to the counter and there's somebody there to say, give you a smile or do you know what I mean, when you're going to … like when I say, 'Paul, I've ordered McDonald's on my phone, pick it up,' he has to talk to somebody.

Well it's less pressure on staff as well, with people shouting for orders.

There's less confusion.

Less confusion, yes.

OK, well listen, thanks for your time. Thank you.

[Ends]

Customer: 2 older female

OK, so thanks for taking the time to answer the questions today. If you don't mind I'll just ask you a series of questions about the technology in the restaurant.

OK, no problem.

I noticed that you used the kiosk and that's why I said I'd ask you the questions. What was your overall impression of the visit today?

Very good.

Was there anything in particular that would lead to you answer in that way?

Yeah, because to be honest when I go into a restaurant I hate queuing number one, right, so to use the pad and be able to order it and then just wait a couple of seconds is great, and you can change your mind without annoying somebody. There was no problem with language. Sometimes you go into a restaurant to be honest with you, and you have people who are speaking English but they're not very clear and there can be confusion about what you ordered and they can't understand what you're saying and you're repeating yourself repeatedly. I notice this a lot in restaurants. So that way you go in, you go to the keyboard, key in what you want, no problem.

So it gets you over the language barrier and you don't have …

It gets you well over that language barrier.

Great. From your visit today, have you seen technology, there's iPads there, there's kiosk and free Wi-Fi, would you visit this restaurant again?

Oh yes, definitely yeah. It's great for the children to have an iPad, if they've finished a meal and you haven't, you can go and occupy themselves and not run around the restaurant like you do find can happen which is very annoying. So at least they're occupied, it's brilliant.

Can you tell me a bit more about your own personal background with technology even at home or other uses?

I use the laptop, I go onto Facebook, I Google things, anything medical I want to find out I Google them. I've been to Argos and you know, you can check the catalogue on your keypad instead of having to go through the book. It's all there in front of you and you can order and pay without queuing there again so it's ideal, it's very quick and easy. There again depending on the age of the person. I find it fine.

And have you used, have you ordered anything for delivery online?

Delivery online, yes. Home delivery, home shopping, yeah.

And how have you found that experience?

I've found it very good, I have to say, because you haven't got the time to go out shopping, I love shopping but if you haven't got the time to go shopping, it is very handy. So I have done online shopping.

And in your experience is it a trustworthy site, like would you be happy to do it, or …?

Oh yeah. They're all recommended sites like Debenham's or any of those, they're all big companies or whatever so there's no problem. And I'd always make sure it's a safe site as well.

OK, and just speaking about this restaurant here today, what are the benefits to you of having the kiosk?

Quick and easy?

It's about speed?

It's about speed, about making things faster.

And you've mentioned Argos, are there any other occasions where you've used?

Yeah, the cinema, cinema tickets, yeah.

Would that be something that you'd do regularly?

Yeah, well we go to the cinema once a month, so I'd get the tickets there. We used to order them online but now we book [0:03:38.7] that's no problem. And you can pick your seats as well, because you've your whole plan there up in front of you so you can actually see your seats, where you're going to be actually located, so you can pick what you want.

You can customise your visit.

You can customise, the same way as your food here, you can actually pick what you want.

Very good. And then how easy was the technology to use?

Very easy. It's not hard.

Is there anything that you think could be done to make it easier, to enhance the visit?

You mean using the touchpad?

Yeah.

No, I think it was done very well. The only thing I would say and I think you mentioned it there earlier on is that for a while, for over sixties in particular, you may need somebody watching, that might be able to come to their aid or help or guide them through it step by step until such time as they get used to it, rather than just coming in and they have to feel their own way.

Would you feel slightly nervous about using it?

I do, and I'd be over sixty yes. A lot of people.

And again is there anything else, not necessarily only related to technology, is there anything else that you feel could enhance the experience of it?

Of eating in the restaurant?

Yeah.

You probably and I think I need to mention the high stools are a little bit high, lower seating area for children.

OK, so where the tech or the tablets are.

For young, like children as young as four or five can use iPhones or iPads now so they, they'd be nervous sitting up on that, going back and

twisting around. Maybe a little smaller area, little coloured seats of pastel seats or something, small.

Low level.

Yeah, low level, yeah, definitely.

Good suggestion. Considering your other experiences in quick-service restaurants, how do you rate this one against others you've visited?

This is the first self-service McDonald's I've been in, I haven't seen them in any others to be honest with you. I'm not sure, I don't think Burger King have them yet. As far as I know. So this is the first one I've seen. The cinema would be the very first place I would have experienced it and this would be the second.

And would that lead to you returning to this restaurant?

Oh yeah.

Do you think it's a benefit?

I do think it's a benefit, definitely.

And you've seen the tablets, do you see any benefit for yourself in using the tablets?

No, I probably wouldn't to be honest.

OK.

I think it's more teenagers and young children that kind of go up and use the tablets. You know.

Do you think there's anything missing? Is there anything else that could be added?

To the restaurant?

From a technological point of view, is there anything that would enhance the visit?

Well, you have Wi-Fi, so that's fine. So Wi-Fi is handy. You have your tablets, I don't think so, I think it's pretty well covered.

OK. Would you recommend this restaurant to friends and family?

Oh yeah. Definitely.

And on what basis? Why would you recommend it?

Well, we walked in, went up and I had my food in a couple of seconds. I've often been in McDonald's, when it's busy, particularly bank holiday Monday or any bank holiday, and you'd be in the queue for ages. So speed is very important. It is a fast food restaurant, so fast being the word. It keeps it in line with that, doesn't it?

It certainly does. That's it. Thank you for your time.

No problem. There's people there they're speaking English but they're not really speaking English because they don't really know what you're saying and you don't know what they're saying. It's broken and they don't seem to understand what you're saying or you mightn't catch them or they don't catch you, and that's extremely irritating.

So do you think that the technology, from what you're saying …

That will override that, oh, it definitely will. And it's hard for them too. It's not their fault, like they're speaking English but it's with a different accent so it's sometimes very hard to pick up, so it will definitely override that.

Again, listen, thanks for your time.

No problem.

[Ends]

Customer: 3 single female with child

How you doing. Thanks for taking the time to do the interview today. I just wanted to ask you about the restaurant, your visit today and the technology you use within the restaurant. What was your overall impression of the visit?

When I first went in, the restaurant was very busy but I have to say I thought the kiosk was handy to use, but when I got there it was very busy.

So did you choose to use that because of convenience and speed? Was it easier for you to …?

Because I had a card and wasn't using cash, I thought I might as well.

Was there anything in particular that stood out in the restaurant during the visit?

It was actually faster than I've been before because of the kiosk, I got served faster. Got the ticket and then queued.

Would it be a reason for you to revisit that restaurant and would you recommend that restaurant to your friends or family or …?

Yeah, I'd recommend it, because it was very quick. And if you've got children with you it's nice to be fast so you can get seated when they're hungry.

And how easy was it to use the technology, to use the kiosk?

I found it easy enough. The only part I didn't find easy when I tried to order on the child's menu, it was just the drinks part I tried to order. They usually have a large selection but what came up was just three drinks and I was looking for Fanta. And they hadn't got that so I had to order separately. That slowed down a bit.

Did you have to tell anybody about that or did you just tell the manager or …?

I didn't say. I should have said to the manager but I actually didn't.

That's OK.

I'd say it's just a one-off thing, they probably will rectify that.

Yeah. But it did make it a little bit more difficult for you to use than if it was otherwise perfect.

Yeah, trying to get back out and then order separate.

OK. Would it deter you from using the kiosk again?

No, not at all.

And can you tell me a little bit about how you use technology outside of the restaurant, like in your normal day to day?

Like for shopping, like Tesco's or …

So you'd order online would you?

I do order online. But I'd also go into the shop and they have, you know, you can go through the self-service. I like to do that sometimes, if I only have a few amount of things because it's faster. And so …

Do you find it easy to do?

Ah yeah, sure I worked in a shop for years, so I do know how to use these technologies.

So you're fairly familiar with the technology?

I am yes. And also it's very like Argos.

OK, so you've used that same kind of payment.

It's the same thing, yeah, you get your number and wait. You probably have to wait longer in Argos. It was faster in McDonald's today.

You talked about ordering online, is there anything else you would use technology for outside of restaurants?

I'd order clothes and stuff like that, just generally for going to social sites on the computer and stuff like that.

And when you're ordering online, how much trust do you place in the sites that you're using?

Well I'd use PayPal. You mean for paying for stuff?

Generally using it in terms of security.

There's a few, yeah, it's fine because most you go into they say they are security, you know, they're secured. I wouldn't use the site unless it was.

When you were using the kiosk today, were you able to, if you made a mistake, were you able to cancel?

Yeah, you could return and cancel, yeah.

OK, so you were able to go back.

Yeah, you can keep going back to the screen before, previous.

I notice your daughter was with you, how family would she be with technology and …?

Yeah, she can use. That's the first time she's seen it but I bet you the next time I would let her use it herself, because once she sees you do something, she'll watch and then she'll try it herself the next time. She'd want to do it. The only part that I'd do, is obviously put in the card at the end if I showed her how to use it the next time.

There was tablets in the restaurant as well, was she able to use them?

She loved them.

Oh she was on the tablet was she?

Yeah. She enjoyed it.

What was she doing on it?

I didn't actually watch. Her cousin was there beside her so they were helping each other.

I think she was playing games.

Yeah, it was games she was playing on it.

And how do you feel about that? You're visiting a restaurant and ...?

Well she's small, she wouldn't eat as much as I would so it meant she wasn't being naughty, I could take my time, have my coffee, she's right beside me and she's playing the game, so it was handy for me, I enjoyed it.

Do you see that as a benefit?

I do, yeah.

Rather than the technology taking her away? Because some people actually go to the restaurants with the view that they want to spend time with the family.

Well she had a chat with us beforehand when she was sitting eating her food, then when she was finished. They get bored very easily. Yeah. So it kind of fills the boredom. And to me every table should have one, every shop should have one. I understand, but it's good when they're bored, when they finish eating then they want to just do something else.

And would she have a phone or tablet or anything like that?

Yeah, she would have a tablet at home to use all the time.

Would, she OK, so she would be all familiar with the technology.

She plays games all the time. Definitely, yeah.

What benefit did you feel that the kiosk or the tablet brings to you when you're visiting a restaurant?

Speed, I didn't have to queue.

Speed of service.

Speed of service.

Is there anything else that they could have done within the restaurant to make that journey easier for you?

No, it was actually quite quick today, like as soon as we went in, put in the order, walked across, not even two minutes and then it was like, 'Number 84'.

And you didn't need someone there standing showing you how to use it?

No.

You were quite comfortable.

No, it was fine.

Is there anything within the overall experience that would make it better, than can enhance the visit?

No. It was fine. The shop was busy, it was a very busy day, I mean the bank holidays are like that. No, I enjoyed it. And Zoe got a balloon at the end.

So she was happy.

Yeah, she was happy and I was happy. The food tasted nice too.

If you were to rate that restaurant, against other quick service restaurants or fast food restaurants you've been to, would you rate it higher or the same or lower than other experiences?

I personally liked that restaurant better than other fast foods, it's my favourite out of all the ones I'd went to.

Why is that?

Because of the food, tastes much nicer, it's hotter, I've had cold food in other places and it just didn't satisfy.

Were you aware that in that restaurant because of the technology, the food is actually made when you order it and ...

It's not pre-ordered?

It's not pre-ordered.

No I wasn't aware.

OK, so would you consider that an advantage?

Yeah, because you're getting hot food all the time. You're not going to get pre-heated, not that they heat them up, I know they keep them in the bins and they can do that, but yeah, it's good. If you put in your order and they're only going … although it has to be ready … you were saying it's fast, that way.

Yeah, what happens is the order goes on the kiosk, goes onto the screens in the kitchen and they only make what you order which is different than they used to do.

Of course.

So you see that as a real advantage as well?

I do.

OK.

The only thing I'd say about it was you know when you went in first to use the electronics, you know, with your visa, there was no one there to show you how to work it where I have been in before and they had somebody showing so is it because, is it opened a while?

That particular branch, my understanding is that it's over a year.

That's fine, because I went into another branch and there was a person there showing how to use it because it was your first time, that wouldn't be … it's still easy to use.

But as regard, would you see that as an added benefit to the customer to have somebody there like a kiosk coach?

Yeah, especially new people into that restaurant particularly, you know, because they could be travelling from somewhere else in.

That's very good. Would you recommend that restaurant to friends and family?

Definitely, yes.

And would you return?

I would. I go once a week to restaurants with my child and she loves that particular restaurant and myself also. At least once a week, probably once every two weeks.

And how much, what's the driver of that? Why do you like going to that restaurant?

Value for money as well. Because, and Zoe just loves the food. Yeah, I think it's a good value for what the child gets and then they get a little toy as well. And it is good value. A treat.

Knowing now that they have the kiosk and the tablets, would that add to the reason for going or is that secondary to the food and the value for money?

It's a quicker experience. It's probably the same, yeah, I liked the fact that it was much quicker and I love the food so it was a good experience.

Yes, so the speed of service seems to be the overriding thing.

Yeah.

And the fact that that helps with that is a good thing?

Yeah, true, yeah.

OK, that's it. Thanks for your time, I appreciate you taking the time out, so thank you.

Thank you.

[End]

Customer: 4 single female

How you doing? Thanks for taking part in the interview today. I'm doing some work on an MBA as I explained and I just wanted to get your sense of the introduction of technology into the restaurant. I seen you using the kiosk. Can you tell me your overall impression of the visit today was?

Well firstly it wasn't clearly signed that it was a self-service kiosk and only somebody else pointed it out to me, I wouldn't have been aware because I don't go to them restaurants very often, but I did find it easy to use and it was a much quicker process.

Yes, so you found it was much faster. But initially it wasn't as easy to identify.

I would have passed by them and just went straight to the counter, it was pointed out to me.

So that's really an opportunity for them is to do something with the signage of it, yeah?

Yeah.

Is there anything that stood out in the visit that you either were expecting or weren't expecting or …?

In what way?

From a restaurant point of view from the technology that was there?

No, I found it very easy to use and it was much quicker because the food was served much quicker and actually I prefer the self-service where you have time to look at the menu yourself rather than when you're on the till, you feel you're rushed to try and find what you want on the menu.

And were you comfortable with the two-stage service process instead of just going to one place?

Yeah.

You were happy enough doing, because as you said, you took some time yourself to place the order.

Yeah.

Now that you've kind of seen the restaurant and there's technology and the kiosks and Wi-Fi, would you recommend it to friends as somewhere you'd return to?

Yeah, definitely. Especially if you were to go … today I wasn't on my own, but I can see a benefit if you're on your own. You know the way, you've something to do, you have the tablet to look at rather than to look around the shop, or you have to bring a magazine or something to kind of distract you from the fact you're on your own.

So you probably would use the tablet.

Yeah, definitely.

Like would you do that at home, would you have a tablet at home? How familiar are you?

Yeah, I use technology in work and obviously you'd use self-service checkouts and then Argos would be pretty similar, so …

And at home with tablet usage, would you order online?

Very rarely. Like I prefer to try things on and buy them. But I have ordered stuff, yeah.

Why, is that just the trust in the sizing or what is it that …?

Yeah, shops, their sizing varies so much and then you can't see even what the material is like and it's more the hassle of returning them. Now, I would use Littlewoods because it's a good returns process, there's loads of shops that you can go back in to return them to.

Very good. And what about holidays, obviously you've gone through airports and used …

Ah yeah.

You're happy enough using those. Do you see a benefit in having self-order opportunities?

Yeah, I actually prefer it and I think for the drive through as well, I prefer that because I don't like to deal with a faceless voice. Like again you can take your time and look over the menu yourself instead of feeling like you're rushed.

That's actually good, I hadn't thought of that because I know they don't deliver it today but maybe that's something they could consider in the future. That's good. So in terms of the benefits when you did identify when you could use it, what are the main benefits for you of the technology?

Well it's much quicker, found I got served much quicker and it was easy to use.

Yeah, did you find it intuitive? It was easy to step through the …?

Yeah, yeah.

OK. Is there anything that could be done to enhance the experience?

No, apart from pointing out that there is self-service available, it's not … as I said I probably would have passed by those kiosks only it was pointed out to me.

Yeah, so that's about it.

Now I'm aware they're available I'd much rather use them than go to the counter.

So your preference would be towards that. OK. Now that you've actually been to the restaurant and you've used the technology, how would you rate that against other fast food restaurants?

It was quicker, I'd prefer, I would use it again.

Were you surprised at that or not?

I don't know if I was surprised, it was a better experience I'd say, yeah.

So it exceeded expectations of what you were expecting to find when you got there.

I didn't think it would be as easy to use.

OK. And you mentioned the fact that if you were on your own or just killing some time you probably would sit and use the tablets, could you see yourself reading the news on them, looking at things like that?

Yeah.

OK. In that particular restaurant, you can see where the tablets are all in the one place, could you see any benefit in spreading them across tables or do you think that that's OK?

Yeah, probably better if they were more readily available. Like as I say the restaurant was so busy it's going to be hard to get a seat at the, because all the kids will be there.

Yeah. And do you have a smartphone or a tablet?

Yeah, a smartphone and a tablet.

But would you bring … I'd say the phone is with you all the time maybe not the tablet, would that be ...?

Yeah, the phone, yeah, yeah.

But the tablets are more convenient when you're looking at news and stuff like that, bigger screen, yeah.

Yeah.

Is there anything else you'd like to see and you made a very good suggestion about the drive through, but is there anything else you'd like to see from a technology point of view in the restaurant?

I can't think of anything else at the moment apart from the drive through, the same system.

You mentioned the fact that it was faster and getting your food was faster. Were you aware of the fact that when you placed the order on the kiosk they only prepare it there and then so you're getting your food made especially for you?

No, I wasn't aware but the food was very fresh and hot.

And would that be a consideration for you?

Yes, definitely.

Do you think that's of benefit to you?

I think it's definitely, yeah.

OK. And with friends and family, I think I've asked you this have I, would you ask them and recommend it?

I'd recommend it, yeah.

OK. Notwithstanding the fact that you prefer to try things on, I actually understand that, but with the sites you do use, how trusting are you of those sites?

Yeah, security would be an issue as well.

I notice on the kiosk you were using in the restaurant, when you make a mistake, was it easy, do you feel you had the opportunity to cancel things or to go back. Were you happy enough and trusting of …?

Yeah, there was the option to go back.

Yeah. OK, well look, that's it, thanks for your time today. I appreciate you giving up some time to answer the questions. Thank you.

OK.

[End]

<u>**Customer: 5 young female**</u>

OK, thanks for agreeing to do the interview today. What I'm doing is is I'm doing an MBA and we're looking at the introduction of technology into a restaurant environment and how it affects overall satisfaction. And I noticed that you used the kiosk today, that's one of the reasons in particular I asked you to be part of the interview. What was your overall impression of the visit?

It was really nice. It was really handy and it was really quick to order for our food and stuff, so it was really cool.

How important is speed to you when visiting a quick service restaurant?

Well really important because we want to get our food really quickly and we don't want to wait for ages because we're hungry.

OK. Was there anything that stood out in the restaurant in particular, whether it was technology or anything else that you thought was good?

Yeah, the food was really fresh and you could tell that the chips were really fresh and wasn't like limp or anything. And the massive, the kiosk thing was really fine. It was really fun to use.

You found it quite fun to use.

Yeah.

OK. You talked about the food being really fresh, did you know that when you place the order in the kiosk it gets made for you there and then?

No, that was new. That was good too.

And do you think that would be something that's a benefit to you?

Yeah, because like we don't want really limp and really stale stuff, we like the fresh stuff.

OK, so in comparison to other quick service restaurants or fast food restaurants you've visited, how would this one compare?

I'd say now that the thing is there it would be a lot better and a lot quicker to get our stuff and it's a lot more fresh than others.

OK. And did you mind the fact with the kiosk that you had two-stage service where you have to place the order and then collect the order? Did that …?

No, because it was quicker than waiting in line for ages and sometimes there's usually only two people working and we have to wait in line.

I noticed you were with a group of people, would you have, having had the visit and experience, would you recommend this restaurant to others?

Yeah, with that new thing I think loads of people would want to try it and it would be a real good advantage to people.

Were you aware that the restaurant had Wi-Fi and you could use your mobile phone and everything?

Yeah, that was cool because sometimes other places don't have it and we want to show people that we're in McDonald's.

OK, so you'd actually use it to tell people where you are and go online and talk to each other. Very good.

So like we can meet up in McDonald's and use apps and stuff.

Great. So can you tell me a bit about technology you use outside the restaurant environment. Like how familiar are you with the technology you have? Phone, tablets …

I'd say pretty familiar. We use like our phones to look up the weather and the cinema and stuff like that.

Every day, a smartphone?

Yeah, a smartphone.

Do you have any tablets?

Yeah.

What do you have?

An Android tablet.

And would you have used kiosks to do other, to order anything else, like for instance cinema, supermarkets, is there any other occasion where you would use …?

We'd probably use the kiosk for like the cinema to get our tickets.

Have you done that before?

Well, yeah, when we're booking tickets then you just swipe your thing and it comes out.

Yeah. Do you prefer to use a card or cash?

Card.

Why is that?

Because if you have lots of coins for change and say if you don't have a bag or anything, you have to carry all your change around.

OK, so it's more convenient that change. Was there any other benefit from the technology that's within the restaurant? There's tablets there and the kiosk, was there any other benefits to you?

I mean if we're waiting for like people to come, we could like use the tablets to waste time and stuff.

To kill time, yeah. OK. I just wanted to ask you about, going back to that question about using technology outside. Have you ordered things online before?

Yeah.

What kind of things would you have ordered?

Like dresses and …

Very good. What kind of sites would they be from?

Like Asos or Boohoo or stuff from Amazon.

And how would you have heard about those particular sites?

Like sometimes they have ads on like TV but most of the time it's from school, it's like people and school.

Peers.

Yeah.

And do you trust those sites?

Not all the time because sometimes when you need to return something it's not very quick.

It's not an easy process. If that was made easier, do you think people would use them or ...?

Definitely, the only bad thing is you can't really try it on to see how it looks, you're just going to have to chance it.

Yeah, so it's, you have to just take it as it is and hope for the best when you receive it. With the ordering process in the kiosk in the restaurant, was that easy?

Yeah, it was really quick, like it wasn't slow or anything. The way you press stuff is really fast. You were finished by about five minutes max.

Did you consider that as part of your overall service time or where you taking your time on that piece?

I was taking my time but if I was in a rush it would take like a minute. Because it was really quick.

Is that the first time you've used that particular kiosk, that type of kiosk?

Yeah.

And you reckon you could pick it up very quickly. OK. Was there any other benefits of using the kiosk?

It was cool to like, if you got a McFlurry you can customise it and you can have like sauce and stuff.

So you can kind of add different flavours.

And you can remove stuff and stuff like that.

OK. Could the restaurant have done anything else to make the experience of using the technology easier?

I don't think so. That was pretty well that's a surprise, so …

You seemed to understand it very quickly, why do you think that is? Is it just familiarity with technology?

Yeah, like because if you see something you'd be like oh what's that and then you try it and then you're like, oh that's cool.

Because I've interviewed other people and some of them have said that they would have liked to have seen a coach or somebody to help them through the process. Do you think that would be necessary or …?

I don't think it would be, like it was very like straight to the point, there's pictured and stuff like that so …

OK. So, considering other experiences in other fast food restaurants, compared to today, how would you rate the visit today?

Like a nine out of ten.

Whether you scale out of ten, would it be better than previous experiences?

Yeah, like a lot.

So you would return?

Yeah.

OK, and how often would you eat out in fast food let's say, meet your friends, or things like that?

Probably about four times a week.

OK, well that's a lot. And do you think would having Wi-Fi and the tablets and the kiosk influence a decision now as to where you go or does that make any difference?

Yeah, like a little bit but I think sometimes it's bad if you're like with a big group of people because no one talks to each other, we're all just on our phones, so that's a bad thing.

OK. That's good. And what about mobile ordering? Do you see a benefit in being able to, and I'm talking about in the future because I know this restaurant doesn't have it, do you see a benefit in being able to place your order on a mobile phone and maybe collect it at a time later on that suits you?

Yeah, I think some places do that and I think it's a lot easier going in and waiting, because you could say if you like at school and you want to collect it when you get home, like you can order it and it'll be ready for you when you get there.

OK. Is there anything else from today's visit that you think is relevant in terms of to encourage people of your age to use the restaurant, from a technology point of view?

I think like if someone like out of our group goes in before anybody else, they'd go and try it out and then tell someone and tell someone, like it's a string of people.

Kind of word of mouth.

Yeah. So that would be probably the case.

OK, well look, that's it, thanks for your help today.

OK.

[Ends]

Customer: 6 male businessman

OK, well listen, thanks for taking the time to answer some questions for me today. I'm conducting an MBA, the dissertation is about technology in a restaurant environment and the impact, if any, on customer satisfaction. So what was your overall impression of the visit today?

Fine, grand, yeah, no problem.

Was there any aspects of the visit that you think would lead you to be saying that was good? Like what did you think was good about it?

I liked the new system the way it gets processed. You're not getting old food; you're getting food as you order.

Made for you. And were you aware of that before you came to the restaurant?

I seen one in Tallaght in The Square. That was that first one I've seen.

And do you think that's an advantage?

Yeah, because you'll get fresher food, you won't get something that's been sitting in the bin for five minutes.

Very good. So other than that was there anything in particular that stood out?

Not particularly no. The touchscreen's nice and less interaction, I suppose.

One of the reasons I asked you to do the interview is I noticed you're in a suit, you're obviously … are you working local?

Yeah, in the business park.

So are you just down for lunch then?

Yeah.

So why pick here, you said that the kiosk is of benefit to you because it saves you having the interaction, is there any particular reason for that?

Yeah, should be quicker, most places have big queues and they only have two people on and there's a big queue, especially at lunch.

So you find that if you use the kiosk …

It's quicker. You can queue or use the kiosk.

Very good, OK. With that in mind, are you happy enough for the kiosk to replace that human interaction?

Yeah. I suppose you'll always need it just in case but yeah, the majority of it, yeah.

And do you have any concerns about security, using a card on the kiosk or things like that?

No, it's in the shop, there's cameras in the shop.

Yeah.

It's like anything else you use it for. It's used in most places now so …

OK, so tell me, how do you use technology outside of this restaurant environment, I'm just interested to know how familiar you are?

Well I work with technology and I have a lot of it at home.

You have an IT background do you? OK. So could I presume to say do you have a smartphone?

I have tablets, smartphones, Xboxes, laptops, PCs.

So technology an everyday occurrence for you. So were you then comfortable in using the kiosk?

Yeah, it'll probably take one or two goes to know it well enough but first time seemed fine.

Did you find it easy to use?

Yeah.

Could the restaurant have done anything to make it easier for you?

Maybe like how to customise your burger because sometimes I get no salad or something like that.

OK. And how could they do that?

Maybe a little board with a 1-2-3 step on it.

Some instructions.

Some sort of board with instructions yeah, for customising.

What about having somebody there to actually step you through that, is that something you'd consider?

You could have maybe a floater just in case somebody had trouble, they could walk over. They have it on the Tesco self-service tills. They have a floater person, if you have an issue they come over and help you.

Yeah, so you'd see that could be a benefit. Yeah, and you mentioned using Tesco's, do you use kiosks or order things online?

I order things online. There's not many kiosks I can think of. Tesco is self service that's the closest to it.

And ordering online, how trusting of sites are you? Are you comfortable?

If it's a brand, a well-known brand I'd use it yeah. I wouldn't use it for unknown sites.

OK, so typically what other stuff would you order online?

Like Amazon, technical stuff.

Yeah. Like you mentioned games, would you order games and things like that?

On Amazon you can get games, technology, music, DVDs, everything.

What about clothing? Do you order clothing online?

Some not much.

Why is that?

It's hard to tell what a large is online.

So the sizing. With the technology here today, were you comfortable enough or how were you with the fact that when you're stepping through it, were you happy that you could actually cancel and go out at any time or were you worried at any stage?

There was always a cancel option on each page.

OK, so that kind of gave you confidence that you could, even if you made a mistake or something, you could go in and out of the page or whatever. Were you aware that the restaurant has free Wi-Fi?

Yeah.

And is that something that, do you use the free Wi-Fi?

Yeah, if I'm in range.

And why this restaurant over one of the other fast food restaurants that's around here, is there any particular reason you'd come to this one?

Fast, yeah, fast service.

You just want to get in and get out.

Yeah.

I notice you have a tablet with you. Do you use it on the Wi-Fi?

Yeah, you can browse news pages and everything else for free while you're there so.

So you can kill time while you're here.

Yeah, if you're having a lunch break.

Yeah. Would you actually do some work when you're sitting in the …?

I'd check my emails.

Emails, OK. Is it the type of place you'd see yourself having meetings or anything like that? Would you have a coffee or not?

Yeah, you could have a quick meeting in the corner, yeah, a coffee morning or something.

But it's not something you've done?

No.

No, OK. So if you compare this restaurant to other fast food restaurants you've been to, how does it compare?

It's better than most because it's quicker and the food's going to be fresher with the system.

So you like the made-for-you technology which is driving that?

Yeah.

OK, so would that then lead you to make a decision to come to the restaurant more regularly or not?

Yeah, like even when you do get your order and you have the number you can see a number getting processed up the line. So you know where, how long it's going to be.

So you know where you are within that chain so …

You know if you're third in line or second in line or …

OK, would you recommend this restaurant to friends?

Yeah.

OK. Did you notice there was also tablets?

Yeah, there's tablets with games and news pages on them.

OK. And would you see any benefit to you in using those?

Yeah, it's like some restaurants leave newspapers or whatever, that's just an easier way to do it really. Most people use tablets now or phones to get news.

If you think about the future then of what the restaurant could do with technology, could you see yourself ordering food on a mobile device and collecting it at a later stage?

Yeah, if there was an order on the tablet you could use the tablet to order your food and then get it and keep looking at the news on the tablet as well.

And what about even, if you take it a step further than that, if you were, say you were in work and you could use your own device, would that be a benefit where you could place in order?

Like an app.

Yeah.

It would be, yeah, but the food's pretty quick anyway. I think you don't need to wait twenty minutes, so ordering twenty minutes ahead …

So it wouldn't be that much of a benefit.

Yeah, because it's fast enough anyway.

OK, is there any technology that you know of, that you think could improve the overall visit or process?

No, not really. The kiosk should be quick enough.

And is there anything that through technology the restaurant could do to increase your visits?

There's lots of places have loyalty cards, Subway cards and Starbuck's.

Yeah.

You could do a points system for every meal or whatever. Get your tenth meal free or something like that.

OK. And using the technology to kind of drive that?

Yeah.

OK. How likely would you be to revisit the restaurant?

Likely. Yeah.

And is it something you would recommend to your friends to visit?

Yeah.

Actually I think I asked you that, sorry for repeating that question. OK, look, I think that's it, thanks for your time. I really appreciate you giving up that time to answer the questions. Thanks again.

Yeah.

[Ends]

Customer: 7 young male

OK, thanks for taking the time to answer the questions. I'm doing an MBA dissertation, it's in relation to technology in a restaurant environment and I notice that you were here with a couple of mates and I seen you use the kiosk so thanks for accepting the opportunity to answer a few questions for me. So, can I ask you, what was your overall impression of today's visit?

I really enjoyed it. I like using the kiosk because I can customise my own meal, because I prefer to eat food that's plain or with less condiments on it.

And when you're using the kiosk are you aware that when you're doing that, that it's going into the kitchen and being made there and then for you?

Yeah, I am. I think it's a much better way of making food because it's made fresh and it's not waiting round in a production bin for a certain amount of time.

So your previous experience in other fast food restaurants and quick service restaurants, they batch cook the food and when you go in you order, and it might be sitting there. I know they have a ten-minute holding time, so you could get it at the end of that ten minutes, is that your experience in the past?

Yeah, the food could be sitting there for any amount of time and then you're given food that isn't made fresh and wouldn't be as nice or as enjoyable.

OK. And so you see that as a real benefit, the fact that it's made for you.

Yeah, it is. And the way, as I said, I can customise the meal to my preference.

You said you like plain stuff. Do you not like the sauces on the products?

No, I don't like the majority of the condiments on the products, I prefer just plain products.

OK, with regard to the ordering process, did you find the kiosk was easy to use?

Yeah, I thought the kiosk was very easy to use, the text was large, it was very easy to read and very easy to follow.

Could the restaurant do anything to make that process even easier for you?

No, I don't think so. I think everything was in order when I went to place my order. It was very easy to use again. I don't think there was any problems with it at all.

OK, how familiar are you with technology outside this restaurant environment? Like in your daily life what kind of technology do you have and how do you use it?

I have a mobile phone and a smartphone. I also have a tablet at home and I also have an Xbox which I use to play games through the internet and talk to my friends.

And what kind of games would you play?

I'd play a wide variety of games. I'd play sports games like Fifa and maybe action games like Call of Duty or Battlefield.

And when you're doing that are you in, I know my son plays games and he talks to his friends all the time so would you be doing that as well, like screaming at the television and things like that?

Yeah, I would be. Yeah.

And I noticed there was a number of lads with you today, are they avid games players as well?

Yeah, they're all people I play games with. They're my friends.

And how do you communicate with each other? Do you text? Phone?

Well the majority of the time we'd be talking to each other over Xbox Live so you'd use headsets and mics, you'd hear everybody in a chat.

OK, and would you make arrangements then through the Xbox rather than using a text or a phone? For instance, I know I've seen my son do it rather than pick up the phone and talk to his friends about going to the cinema or something, he might just be on the, he has a headset, do you have a headset on the Xbox?

Yeah, I'd find it would be much easier to make plans if you're just talking to people over Xbox than it would be to message a lot of people over Facebook or through text message.

OK, so Wi-Fi is really important to you then?

It would be.

Because again if that goes down you have no access. So in the restaurant there's free Wi-Fi, do you consider that a benefit?

Yeah, it's a massive benefit because you're not relying on using up credit or data. When you're coming to a restaurant you can use Wi-Fi freely.

OK, and then in that environment you're outside of the home, you're not on Xbox, how do you communicate with your friends?

Just use Facebook messenger or Viber or other apps that allow you to communicate using the Wi-Fi provided.

Oh right, very good. With regard to, what was the main benefit you said about using the kiosk, I know you said customisation, was there any other benefit?

The food was made fresh, as I said. I'm not waiting on …

So was there any other, anything else? You know that would lead you to use the kiosk?

The service was quite quick, I guess. The food is prepared quite quickly and I'm not waiting around and I'm not in anyone's way while I'm waiting to place my order.

So you like the fact that you can order in isolation is it and then you can go and collect. Do you find that a faster experience than going to the counter and placing the order?

Yeah, probably because you can just put your meal into the kiosk fairly quickly and then waiting in line, depends on what you like to order. You can also skip the queues as well, you're not waiting on anybody to place an order first, you can just go straight up to the kiosk, place your order and wait and be done.

So if you come into the restaurant and you see there's a body of people placing orders, you can kind of circumvent that by going to the kiosk?

Yeah, exactly.

Very good. OK. So when you consider previous experience in other fast food restaurants and I presume your friends and yourself would go to other outlets as well, how would you rate this one compared to others?

I think it's probably better than the majority of other restaurants. At the moment because they're implementing technology like this that allows you to place a more personal order. It's also much quicker as well.

And if I was to ask your friends, I see them giggling behind your back there, would they be saying the same kind of stuff?

I'd say so, yeah.

OK. And is there any other things that you think that the restaurant could do that would entice you to visit more often?

I don't really think so, I think everything that's in place is grand in my opinion. As I said the service is quite good, everything is quite quick, you don't really need more than that if I'm only placing an order for some food.

OK, well look, thanks for taking the time out today. I appreciate you answering the questions for me. Thank you.

No problem.

[Ends]

Customer: 8 female businesswoman

OK, listen, thanks for taking the time out to answer the questions today. It's going to be used as part of an MBA dissertation I'm doing, it's related to the introduction of technology and how it can or may influence overall satisfaction. So if you don't mind I'll just jump straight in. So what was your overall impression of today's visit?

Very good, very positive, enjoyed the experience so far.

Was there anything in particular that stood out for you during this visit?

I liked the speed at which the food was ready. Time was a constraint for me today because I've just come down from the office and I needed to grab something to eat in a hurry.

OK. Did you know when you placed the order, I notice you used the kiosk, sorry were you aware when you placed the order that it was freshly made?

No, not until I seen the customise button that I realised if I needed to take anything in or out of the order that I could do so, so that was a new feature that I noticed.

And would you see that as a benefit?

Yeah, most definitely because sometimes pickle would repeat on me and next time now I'd be more aware and I'd take the pickle out.

Now that you have seen the technology in the restaurant, is it something that would drive you to visit again or tell your friends about?

Most definitely, yeah. We're a lot more information technology aware and that's the way we're moving forward so I definitely think it's the way to go in relation to speed, fresh food made for you so most definitely I would recommend it.

OK. What about your personal use of technology outside of this restaurant, at home, how do you use technology, do you have a mobile phone, tablet …?

Yeah, on a daily basis, mobile phone, tablet, computer in work, also doing emails so it would be a big part of my life.

How comfortable are you and again outside of this environment, have you used kiosks anywhere else?

Yes, Argos but also at the cinema, Liffey Valley.

Cinema, OK, that comes up quite a lot. Do you order things on the internet?

Yes, shopping. Clothes, I buy clothes online, music online, groceries online.

And how is that experience?

Very good. I think initially when I started in relation to the groceries, sometimes it was a bit misinterpreted, if you wanted let's say bananas, sometimes they weren't always the freshest of products, but that was addressed over time and now they will actually replace a product even with a dearer option and fresher option if they don't have the option you were looking for so I definitely do think it's the way to go. And they're becoming a lot more customer savvy.

Very good. So, and what about ordering anything else online, is there anything else you'd use …?

Yeah, holidays, clothes, I like the way that the majority of the time they have free delivery, it encourages people who are time poor to use these services delivered to the door or if you want to set up a postal box, it's a new system like you have in the garages. It's so convenient for you so it just frees up your time to do other stuff, it may be work related or family related.

So are you comfortable using your card from a security point of view, are you happy enough using those things?

Yes, I think we've progresses enough into the future in relation to card transactions and I've had one or two calls from Bank of Ireland in relation to maybe unauthorised activity on my account or activity that wouldn't be normal on my account, so they're very good at keeping aware and a check on it and things like that.

Excellent and was the, when you were actually coming back to the kiosk in the restaurant did you find it easy to use?

Very easy to use. Touchscreen couldn't be more simpler. A lot of buttons were you can go back and change and amend. Also the screen was nice and bright, very user friendly. I like the idea that not only do they have the picture of what exactly you're ordering, it looked very fresh and it would encourage me to use this service rather than go to a person who might not get my full order to my specification.

OK, so the customisation could be something you'd see as a benefit.

Yes, definitely, most definitely.

OK. Did you notice anything else in the restaurant, they have free Wi-Fi and there's tablets there.

Yeah, I noticed there was a lot of children using the tablets and they seemed to be very occupied. It eliminates the children kind of being a little bit bored standing in queues. I also noticed that not only were

they happy to have their food but they were happy to go off and have a look on the iPads and there was a lot of learning and interactive Lego games and building which is very active for a child's mind. But not only are they getting an eating experience, they're getting a learning experience.

Good. So overall you found it easy enough to use the technology. Could the restaurant have done anything differently to make the process easier?

No, I think the speed was very good and the numbering system and it all went very well. I would like the screens to give a full picture layout rather than a partial picture layout because I think it has the screen capacity to do that and I think it would enhance the product you are looking at to purchase, it would be more enticing to order other products.

Do you mean on the kiosk itself?

On the kiosk itself, yeah, because when you actually click into the McFlurrys I noticed the pictures were a little bit on the small side. And I would like to see maybe a bigger picture, because when I ordered the chocolate Flake McFlurry, I wasn't aware that it came with chocolate sauce. Now that could be partially my own fault that I didn't look at the picture in detail, but if the actual visual was larger I would have been straightaway able to see that. I don't like chocolate sauce, I would have removed that item and customised my order. However, the chocolate Flake appealed to me. But now the next time I go in I can remove the sauce and that means the experience for me will be even better.

So whether either bigger pictures or better descriptors of the products.

Yeah, I think the bigger picture sells it more than the descriptors because sometimes we don't tend to read, you just look for the picture and press yes or no.

OK. So overall how do you think your experience could be enhanced?

I would almost nine out of ten most definitely, I do feel I would go back into the restaurant that would have this kiosk system because first of all I'm time poor, so that ticked my box. The food was specially made for me, fresh, warm, hot meal that ticked my box. I like the idea that I used my card, I didn't have to root around for change and the correct money for the food, I didn't have to check if there's an ATM in the facility I was in so that was another convenience and speed option. I would definitely like the idea that ordering through the kiosk system allowed me to set my day up without having the inconvenience of stopping off to get food or whatever, that I was able to incorporate into my day and it wasn't a big inconvenience, so the overall experience outweighed the satisfaction end of it. I actually definitely would go again to a kiosk system.

And you mentioned using a card, so you're drawn towards the convenience and the speed of the kiosk, what about the loss of the human interaction?

No, that didn't seem to bother me to be honest with you because I was purely going in for a quick convenience, speed and to fill a purpose which was to have lunch and get to my next meeting early. I didn't miss the interaction. I interact with people all day in the office in and out of board meetings and stuff like that. So it was nice too just get in, do what I had to do, have nice warm hot food and get back out and continue on with my day.

Great, OK. In comparison to other quick service restaurants you've visited, how would you compare this one? How would you rate it?

I'd rate it quite high, up towards the eight or nine out of ten because I found speed, the convenience and the customisation of my own personal order to my personal likes outweighs everything else. I don't have time to be queuing and wait behind families who are maybe placing larger orders with a person at a till area, and then checking with the children would you like this drink and that drink, I just think it delays my day and I much prefer the kiosk system.

So overall then the technology plays a part in that?

The technology definitely does, it speeds up the whole system and it plays a big role, I think, in today's society and I think it's definitely the way forward.

And for you in terms of your decision to visit?

My decision would definitely be a kiosk system as opposed to customer interaction and a cashier.

And if you think further into the future, would you consider using a mobile device to place an order and then collect it at a later stage?

Yes, if I thought I could place my order through the mobile and they would actually have it ready for me when I got in the door, that convenience and that speed would even be better because maybe I would be travelling to a meeting and I could take the food on the go and I don't actually have to go through the drive through, stop off, go in and pick up the order and back in the car and off you go.

OK. How likely would you be to recommend this restaurant to others?

Yeah, most definitely I love the convenience end of it and I think that it's close enough to the office that I think my age group who are probably time poor, it really suits us down to the ground so I would definitely recommend it in relation to the experience, the hot food and the customisation of your own personal order.

And from a technological point of view is there anything else that could be added to enhance your visit to the restaurant?

No, as I say, the full screen picture, you know what they say, a picture describes a thousand words, I think that's the same.

OK.

I think larger pictures would work for me.

OK, well listen, thanks for your time today, I really appreciate you taking the opportunity to help me with this, so thank you.

It's no problem.

[Ends]

Customer: 9 older man

OK, listen thanks for taking the time to partake in the interview, I'm doing it as part of an MBA study to link technology with satisfaction in the restaurant environment. Can you tell me what your overall impression was of the visit today?

Well I enjoyed the meal anyway. You know, and the reception was very good. My wife new some of the people that work in the restaurant, and they had a conversation so I just sat down and let her do the ordering.

OK, so it's a friendly environment would you say?

Yeah.

And you said you let your wife do the ordering, so she goes in there probably more frequently than you do.

Yeah.

OK. Was there anything in particular that stood out on the visit?

Just the food was brilliant, you know, the food was very good.

Was it fresh and hot, what was it that leads you to …

No, the taste and that. It was a very satisfying meal.

Very good. Can you tell me a little bit about how you use technology normally in your daily life or at home, you know, have you used self-order kiosks before anywhere?

Well I would avoid it if I went to the likes of B&Q or somewhere like that, I'd prefer to go to a person. If I understood it, if I was shown it like that, otherwise I'd prefer to go to a person.

Yeah, I notice you didn't use the kiosk in the restaurant, is that because you'd prefer …?

Probably because of my age, you know, I don't have cause to use them in everyday life.

And you mentioned the human interaction, do you prefer to have somebody to talk to to place the order within, are you more confident that way or …?

Yeah, yeah, yeah.

And why not use the kiosk? What's the main reason?

I would feel happy using the kiosk if I had, you know, if I used it before, if I used it once or if somebody just said this is all you have to do.

So it's actually just the unknown.

Yeah.

It's getting someone to step through how to use it with you, yeah, OK. I've asked you about kiosks in terms of using them anywhere

else, have you used them in airports or in Tesco when you're doing your shopping and stuff like that, have you had cause to use them?

No, I haven't personally because my wife does the shopping, you know.

Yeah, OK, and in your home life what technology do you have? Do you have a smartphone or tablets or anything like that?

I personally don't but they are in the house all right, you know. My daughter has, like we have a computer there for years and I learned a bit about the computer.

Would you go on the internet and use the computer to …?

Well I don't use the internet but I learned the computer when we got it first but we're being bypassed by technology, you know, so I didn't keep up with it.

So how do you get your news?

I buy newspapers. And we put on the television early in the morning and get the news.

Do you have broadband in the house?

Yeah.

So you'd have Wi-Fi there, and you've mentioned a daughter so I presume she uses it?

And my wife uses it.

OK, and with television, what package would you have?

We have Sky and sports and what's the other one, BT …

OK, so you have the movies and you have the sports, all that sort of stuff. Very good. You mentioned that if somebody was to step you through using the kiosk, you'd probably find that that barrier would disappear.

Yeah, I would use that all the time then.

Is there any reason you'd see a benefit in using that?

Well, it's just something that I know I have to learn, you know what I mean, if it's the only way of ordering. I know it's definitely coming so I would be interested in being shown what to do, you know.

And would you, if the opportunity was there, you'd think that that would be something you'd see a benefit in. The kiosk gives you an opportunity to customise your meal and take things off and put things on, is there any advantage to you in something like that?

Like I say, if I was fluent in using it, I would be, you know, more confident. And I'd say just once, I'd just need to be shown once and then I'd know. Because I know what I want. You know, so it's not much. You speak to a person, you ask them for a certain thing, the same thing comes up in writing and you pick it out that way.

But if boils down to a choice between going to a kiosk or placing your order and having interaction with a person, which would you choose, or which is your preference?

Well I'm sure by using the kiosk that frees up people to do other things.

Oh yeah, so you could see there's probably a labour saving for the staff there. So you'd still prefer to have someone to talk to or place an order with? Would that be the case?

No, just if somebody greets you when you go in, even if it's just the staff who are sweeping the floor, you know.

Yeah.

It's just a friendly …

It's connection, yeah.

It is a friendly place to go to because, you know, it's important, I think, to have the ambiance like that.

OK, well look, thanks for your time today. Just on the points about the restaurant, they've introduced a lot of technology, you said you were satisfied with the visit because the food is good and so on, is it somewhere you would recommend to friends?

I would certainly.

And would you consider visiting the restaurant again?

I would, definitely.

OK, well listen thanks again.

[Ends]

Customer: 10 single man

Thanks for taking the time to do the interview today. I'm using it as part of an MBA. I'm investigating how the introduction of technology in a quick service restaurant can influence customer satisfaction.

OK, cool, no problem, my pleasure.

Thanks. I just wanted to ask you some general questions first. What was your overall impression of the visit today?

Yeah, it was good. I use this place quite a bit and I come in, I know a couple of the staff by face, they're always friendly, they're always happy and generally it's quite good.

And what would the purpose of the visit be?

Well I come in quite a bit, I'd normally grab a coffee in here to be honest, I think the coffee's great in here, it's probably some of the best coffee around. But I come in and eat the odd time as well, but mostly it's just dropping in for a coffee.

And today, was there anything in particular that stood out about the visit?

Yeah, they've made a couple of changes, I think, on the menus, I think they're now moving and stuff like that, they're now moving and stuff like that, I think they're digital menus.

Oh the digital menu boards behind the counter?

So that's a bit different, it's nice that the options change.

And I noticed you didn't use the kiosks, were you aware that the kiosks were there?

I did see them on the way in and I've seen them on holiday before would you believe, but no, I didn't use them, I was coming in to just grab a coffee, so it's quicker, just go over to the counter there, give over my €2, get the coffee that way.

Very good OK so is it just because it's a small item you're getting or is there any particular reason that you don't use the kiosks?

Well as I said, I'm a taxi man so it's a cash business. I generally have cash with me anyway so it's easier for me to go to the counter and just grab a coffee quickly that way. But I have tried to use one of the machines. I was on holidays, as I said, I was on holidays in the Netherlands, and I didn't find it that intuitive to be honest with you and as I was trying to use it one of the servers actually opened up, a till opened up, so I just ran straight over and used them so I never actually finished the experience.

So because it wasn't that easy you found that the transaction was quicker by just going to …

Yeah, I generally go for whatever's more convenient.

Do you think if it was made easier that it's something you would use?

Yeah, if it was a step-by-step process so it was very clear what step you were at and it was a little bit easier to carry out your order, I definitely would. It was a language barrier thing when I was using it, but I did see there was a language piece and I changed that but even in changing that there seemed to be too much going on on the screen.

And is there anything they could have done to make that process easier for you?

As I said, you break it down into simpler steps so it's very clear that the first step is OK pick your food or whatever, and it's really obvious what you're selecting.

So easy menus.

Yeah, easy menus.

Because I've interviewed a few other people today and some of them said they thought that is there was somebody to help them

step them through that process that would make it easier, do you think that would be a benefit or how would you feel about that?

It could be for certain people. For me that would nearly put me off from going to use it. To be honest with you I'd prefer an intuitive kind of system that it tells you exactly what to do.

You're not relying on others. OK. Can you tell me a little bit about your own use of technology at home, outside the restaurant, what's your use of technology?

I have a mobile phone; I think everybody nowadays has a mobile phone so I use that quite a bit and I have a laptop at home myself, so I use that quite a bit for internet surfing et cetera. And in work obviously I don't really use it. But yeah, at home I'd use technology quite a bit, I have a smart TV and …

You have subscription TV or what kind of television do you have?

Satellite system. So yeah, satellite system. A broad range of TV programmes et cetera.

What about Netflix or …?

Yeah, I use Netflix on the laptop. All the time.

So I presume then you have broadband at home?

I do, yeah.

You mentioned, you said that you use the phone, like would you use the phone in a restaurant?

Yeah, the last time I was in actually I put it on the McDonald's Wi-Fi.

So you're aware they have Wi-Fi.

Yeah, what I like about it is once you hook it up once it's available then anywhere else.

OK, and do you see that as a benefit?

Yeah, definitely. Like most people I look for the Wi-Fi in a place nearly the first thing when I walk in, especially if I want to browse the internet or check the email, so it's very handy and it works well.

And would that lead you to choose a particular venue over another one, so for instance in terms of quick service would you use this restaurant because it has free Wi-Fi or does that come into your train of thought?

It definitely would, yeah, if I know one place has Wi-Fi over another, I would select the place with Wi-Fi if they both offered equal service.

Very good. Speaking of the visit today, would you recommend this visit to your friends?

Yeah, absolutely.

And you've said you're a regular customer here, you do return …

Yeah, I'm around this area quite a bit with the taxi, over by the airport, so yeah, I come here quite a bit.

And they've introduced this pay and collect feature and I know you say you just get a coffee, is that an easy process for you?

I wouldn't use the pay and collect for a coffee because I think it would be a slower process just going up paying your €2 and the person hands me over a coffee, I don't see how that would be a quicker system. So I don't tend to use it.

OK. And when you're buying lunch or anything here, let's say, are you aware that your food is only prepared when you order?

No, actually in a past life I've actually worked in a McDonald's so that was over twenty years ago, no, then we used to place food in a bin and we used to time the food for people coming in.

Yeah, if you batch cook, you put the food into a holding bin and as it's ordered then it's used. So that doesn't happen anymore because it's only produced when you order. It's called Made for You, so it's fresher. Would that be something that would be of interest to you or a benefit, do you see that as a benefit?

For me obviously the food being better is definitely something that would be of benefit, I'd rather have something cooked and ready right there than to have them sat in a bin for I can't remember the time. But the thing I'd maybe worry about is the time of that, if that would add more time to me ordering the food as well.

So, I'm just picking up from you, speed is very important for your visit, so convenience, just getting in.

Absolutely.

Excellent because that is something that's coming through when I'm doing these interviews. There's a lot of people it's about being able to get in, get what you need and get back out.

Yeah, and I think that's one of the main reasons you'd go to somewhere to McDonald's over sitting down in a café, something like

that, is the speed and how quickly you can get your food and get out on get on with your day.

Is there any way they could enhance your visit?

I'm struggling to think off the top of my head.

So you're pretty happy then?

Yeah, I'm pretty happy with the experience in general.

OK. If in the future, through the collection, they were able to offer you an option where you could actually order your food on the mobile device and pick it up later, would you see that as a benefit to you?

Definitely, yeah, definitely, because I order food online through Just Eat and places like that.

Yeah, for takeaways and things.

And I find that very convenient, so definitely it would be something I would …

OK, well listen, thanks for taking the time to do the interview, I really appreciate you taking the time.

No problem, my pleasure.

Just to reassure you, it's anonymous, I will do a transcription of the interview but no names or places will be used.

OK, thanks, appreciate that.

Thanks again.

Right, thank you, bye bye.

[Ends]