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Module Code	M501
Module Title	Innovation Management & Digital Transformation
Module Tutor	Prof. Dr. Dr. Varun Gupta
Date Submitted	**29.06.2025**

Declaration of Authorship

We declare that all material in this assessment is our work except where there is a clear acknowledgement and appropriate reference to the work of others.

We fully understand that the unacknowledged inclusion of another person's writings or ideas or works in this work may be considered plagiarism and that, should a formal investigation process confirms the allegation, we would be subject to the penalties associated with plagiarism, as per GISMA Business School, University of Applied Sciences' regulations for academic misconduct.

Signed: Carl Jhon Odicta, Sandesh Shrishail Madannavar, Joao Roberto Marques Castelhano, Yohannes Terefe Furgasa, Rakesh Nelli.

Date: 29.06.2025

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SELF-SERVICE KIOSK FOR WIENERWALD HOLDING GMBH - VIENNA WOODS

1. Introduction:

1.1. Wienerwald Holding Gmbh:

"Wienerwald" is a fast-food franchise and system restaurant chain that primarily offers products as fast food. It is named after the Vienna Woods.

Fig 1.1 – Wienerwald Logo

1.2. History:

The company's history began in 1955, when it opened the first restaurant on Amalienstraße in Munich, initially known as the "Linzer Stube" and later as the "Weinstube zum Wienerwald." Other branches soon followed in southern Germany. The chain became famous with the advertising slogan "Today the kitchen stays cold, we're going to the Vienna Woods." All branches had a rustic interior and served primarily southern German cuisine.

Fig 1.2.1 – Wienerwald Restaurant at Bonngasse 7 in Bonn, 1988

Fig 1.2.2 – Wienerwald Restaurant in Nuremberg, 2006

The company quickly grew to become the most successful European restaurant chain, with around 700 restaurants in Germany and Austria alone in 1978 and 1,600 restaurants worldwide with almost 30,000 employees.

Fig 1.2.3 - Entrance and garden of a Wienerwald branch in Linz, 2007

Branches and franchise operations were primarily located in Europe, but also overseas, including in the USA, Japan, and South Africa. In addition to the restaurants, hotels were built ("Tourotels" and "Wienerwaldhotels"). In 1980, the company received the Austrian State Award and was thus allowed to use the federal coat of arms in business transactions.

The first bankruptcy occurred in the early stages, due to the financial miscalculations about the loans, investments, and profits. Second, due to the Fowl flu and economic crisis. And third, insolvency and takeover led to the closure of most of the operations.

1.3. New concept:

In 2010, Wienerwald presented a new, significantly revised concept for its restaurants, with which it aimed to expand further and return to its former strength. The brand identity, the interior design and the menu of the restaurants were rejuvenated, and delivery services and "chicken vans" were established as new sales channels alongside the classic restaurant.

1.4. Products Of Wienerwald Restaurants:

Product	Type	Target User	Key Value
Kiosk Machine	Hardware	Customers	Faster ordering, self-service convenience
Kiosk Management Software	Software	Managers	Menu control, device management
Mobile App	Software	Customers	Loyalty, pre-ordering, booking
POS System	Software	Staff	Unified sales processing
Analytics Dashboard	Software	Owners, Managers	Insight-driven decision-making
CRM & Loyalty Module	Software	Customers/Managers	Increased retention and personalization
Admin Web Portal	Software	Franchise Owners	Multi-location control
Optional Add-ons	Software/Hardware	All Stakeholders	Extends system capabilities

Table 1.4 - Shows the products of the Wienerwald Restaurants

2. Innovation Overview:

2.1. Innovation Statement:

This project aims to **digitally transform traditional Wienerwald restaurants in Germany** by implementing a phased solution: **Self-Service Kiosk Machines**, **Kiosk Management Software**, and a **restaurant app**, helping businesses increase efficiency, customer satisfaction, and revenue.

2.2. Objectives:

- Digitalize the restaurants in Berlin within the first 12 months.
- Reduce service time by 40% through kiosk integration.

- Improve order accuracy and collect real-time customer insights.
- Increase repeat customer visits via loyalty apps.

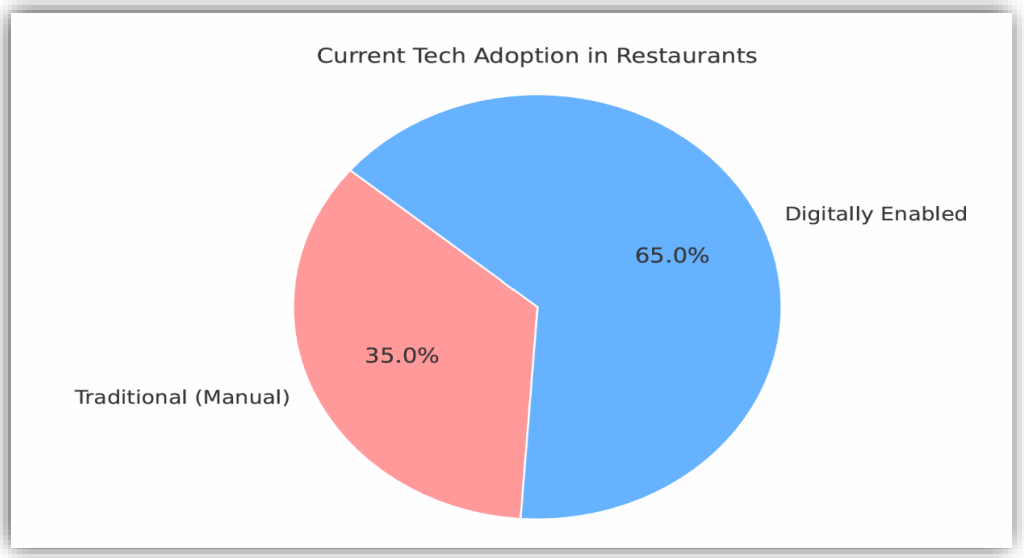


Fig 2.2.1 - Pie Chart shows the current percentage of traditional (manual) vs digitally implemented restaurants in Germany.

Fig 2.2.2 - Bar Chart compares the average service time before and after kiosk implementation, indicating a 40% wait time reduction.

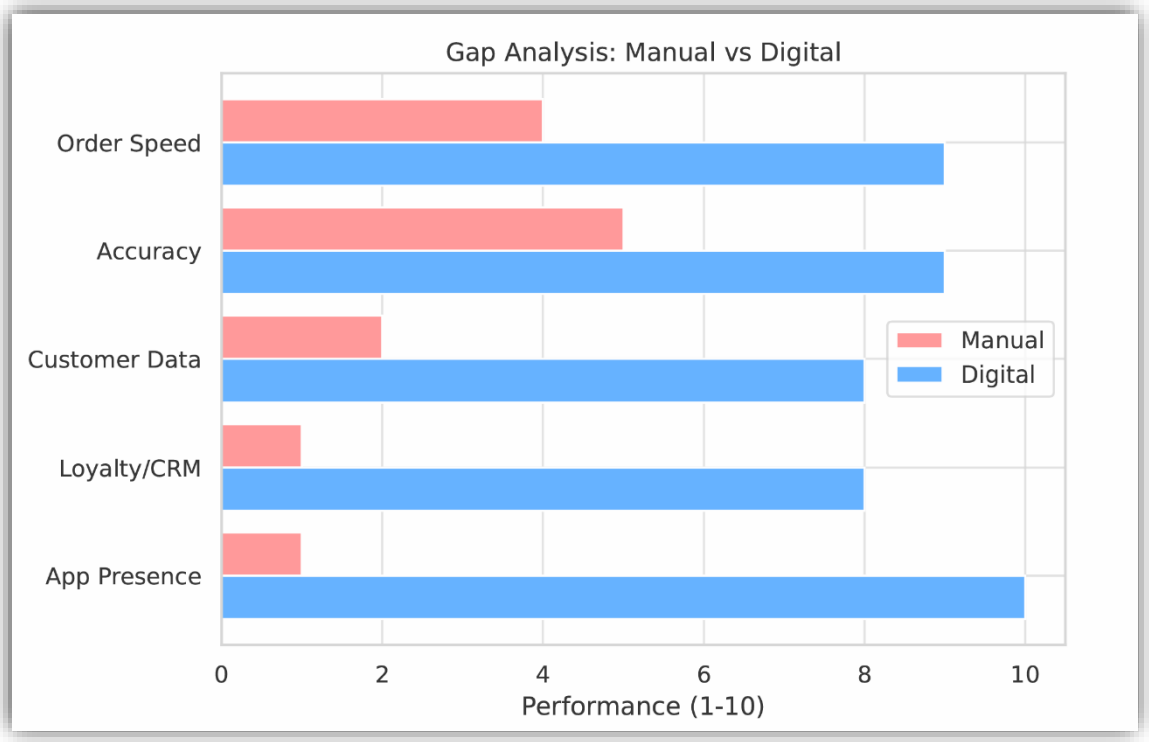


Fig 2.2.3 - Horizontal Bar Chart describes the gap between manual and digital features across key performance areas such as order pace, precision, and customer commitment.

2.3. Innovation Matrix:

It helps to categorise the innovation based on the two dimensions below. Transforming from traditional restaurants into a digitally enabled chain of restaurants in and around Germany using kiosk software, machines, and mobile apps.

a. Technology Change (Low to High)

b. Market Change (Low to High)

This model (often referred to as the Innovation Ambition Matrix) divides innovation into four main types:

a. Architectural Innovation

b. Radical Innovation

c. Incremental Innovation

d. Disruptive Innovation

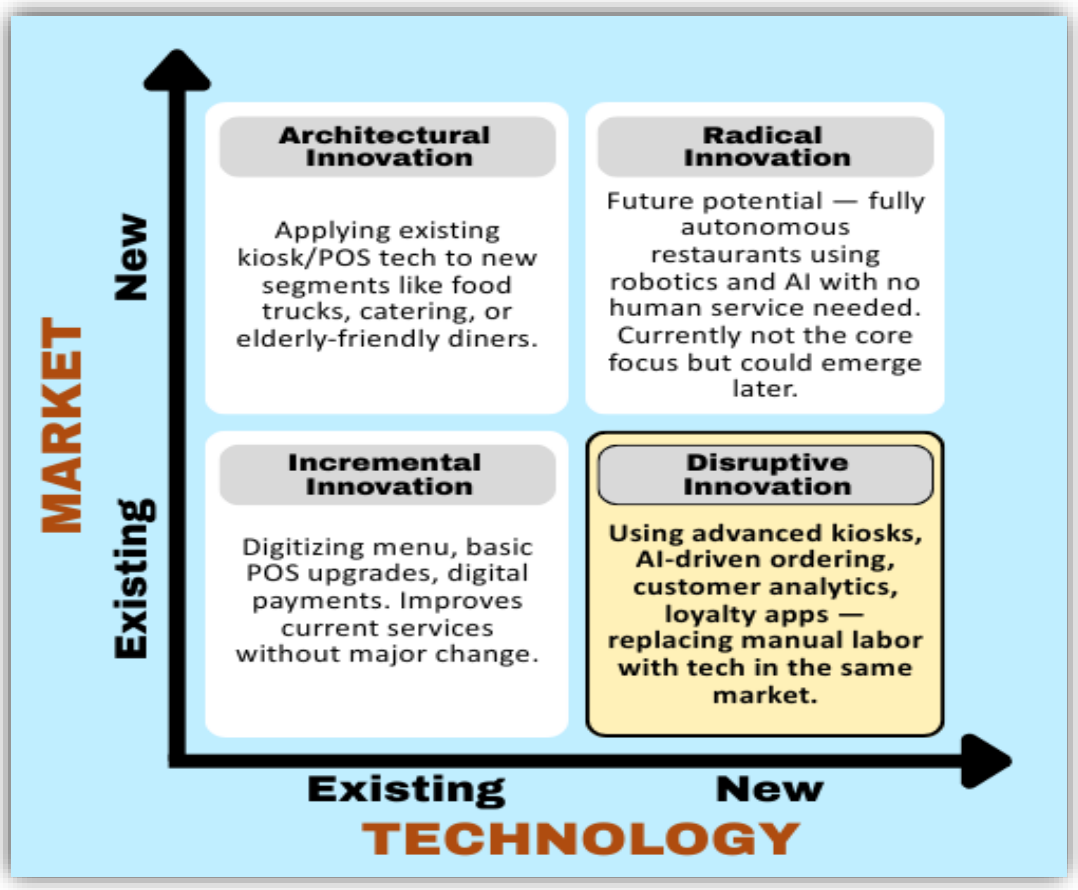


Fig 2.3 - Innovation Matrix for Wienerwald Restaurants

Our Project Falls Under Disruptive Innovation

In other words, new technologies (kiosks, apps, analytics) are penetrating an existing market (traditional dine-in restaurants). If we think about it, it's not-house-the-new-technology but, rather, it redefines experience and operations for customers by using the tools of today in a new way. In this respect, the company challenges the established methods of small restaurant operations characterised by manual labour and non-tech interfaces.

2.4. Innovation Strategies:

Innovation strategies lay down a path for a business to develop, share, and implement new ideas. When trying to transform traditional restaurants with solutions such as kiosk software, machines, or mobile apps, choosing the right strategy eventually coats faster development with adoption and keeps the phenomenal edge of competition.

Open, closed, and network innovation signify the competing strategic paths along which smart restaurant tech can be built. Open innovation welcomes collaboration and shared ideas whereas closed innovation maintains total control over the whole process by keeping the entire situation-timey within its closed walls. Finally, the network form creates value through collaboration. Balanced smartly, these would quickly increase product development speed, decrease cost development, and increase customer perfections and growth.

Our Strategy Preference: To iteratively take the best of all worlds, our approach will mainly imply that we engage partners to move quickly via open innovation while simultaneously nurturing growth through industry linkages (network innovation); we will nonetheless keep the secret sauce—which includes some of our creative designs and sophisticated analytics—closed to ourselves (closed innovation). Smart, secure, and scalable!

2.5. 4 P's of Innovation:

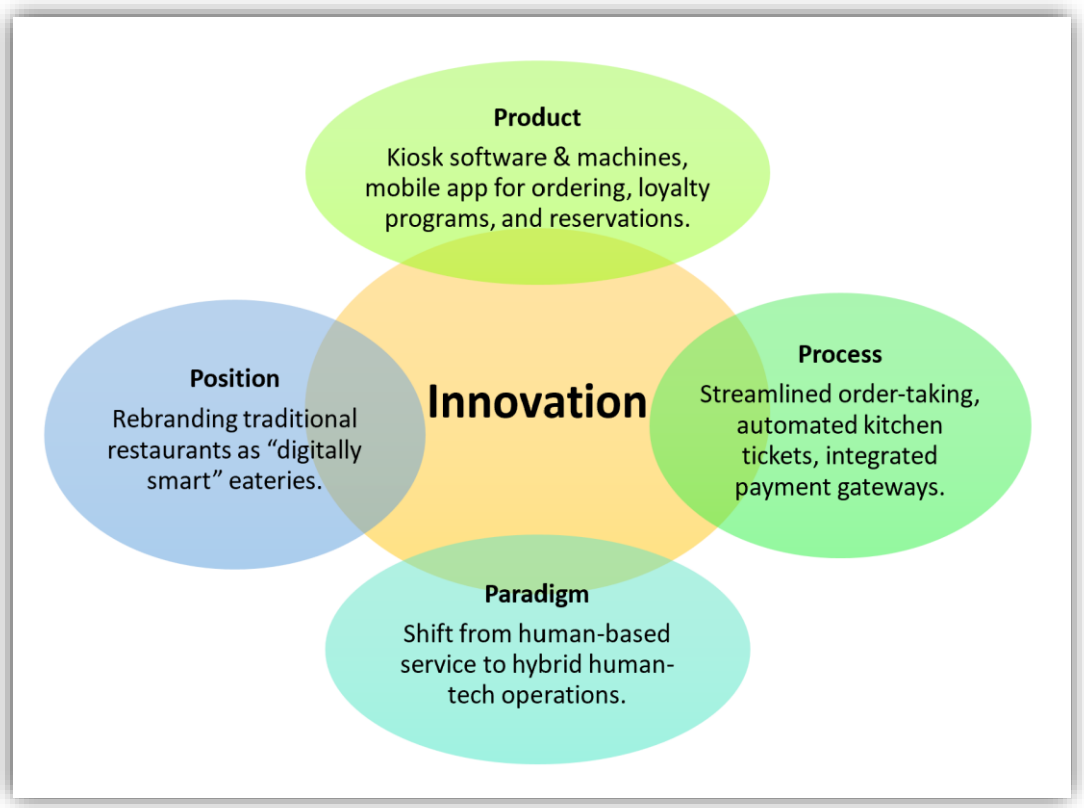


Fig 2.5 – It shows the 4 P's of Innovation

3. SWOT Analysis: Digital Transformation of Wienerwald Restaurants in Germany:

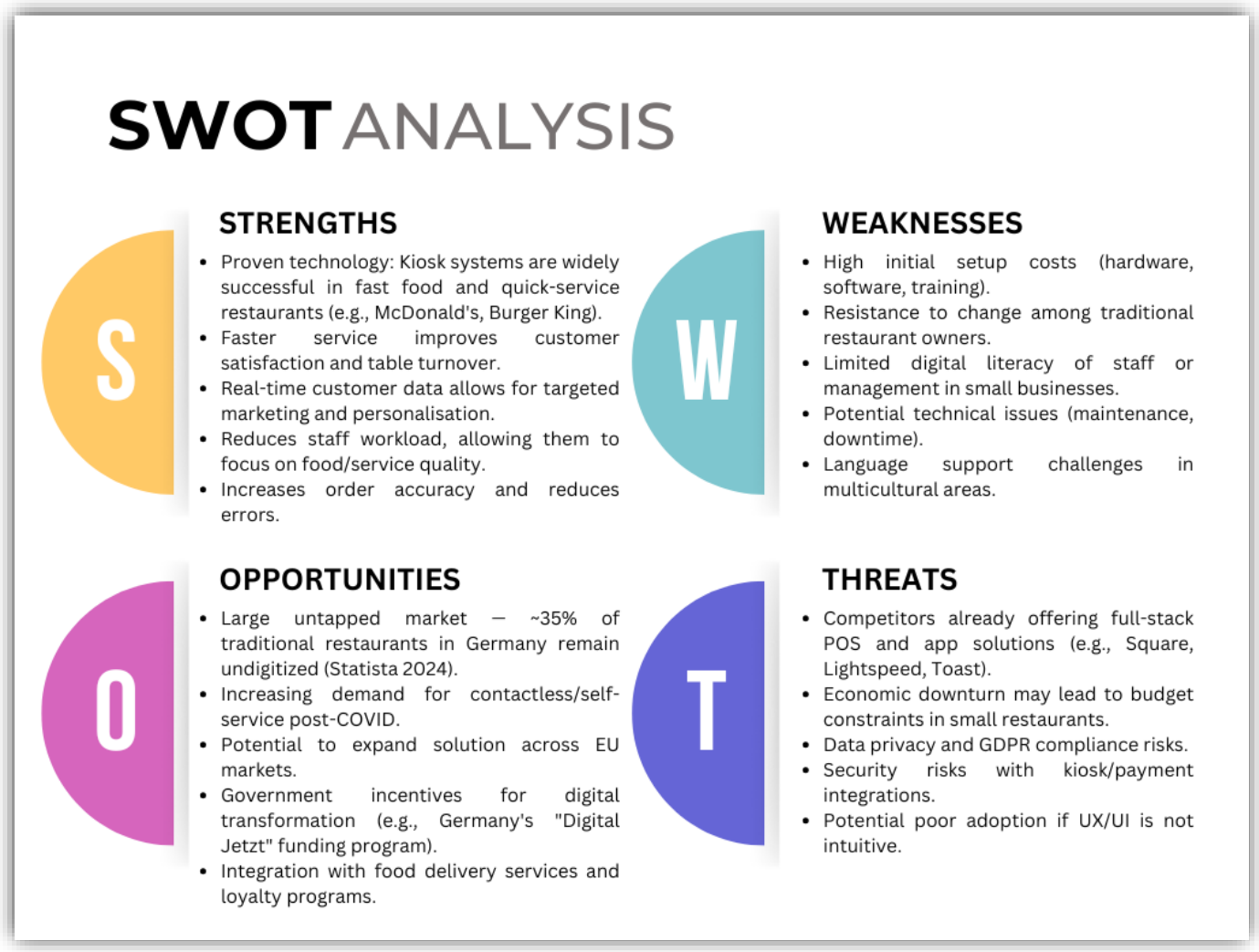


Fig 3.0 – SWOT Analysis of Wienerwald Restaurants

Summary:

SWOT analysis brings to light the fact that your innovation project aligns with market needs and customer behavior trends, but it needs to directly tackle technical, cost, and behavioral resistance barriers. Attention to ease of use, affordable price structures, and comprehensive onboarding could probably mitigate the threats and weaknesses.

4. Gap Assessment:

4.1. Innovation Gap Analysis:

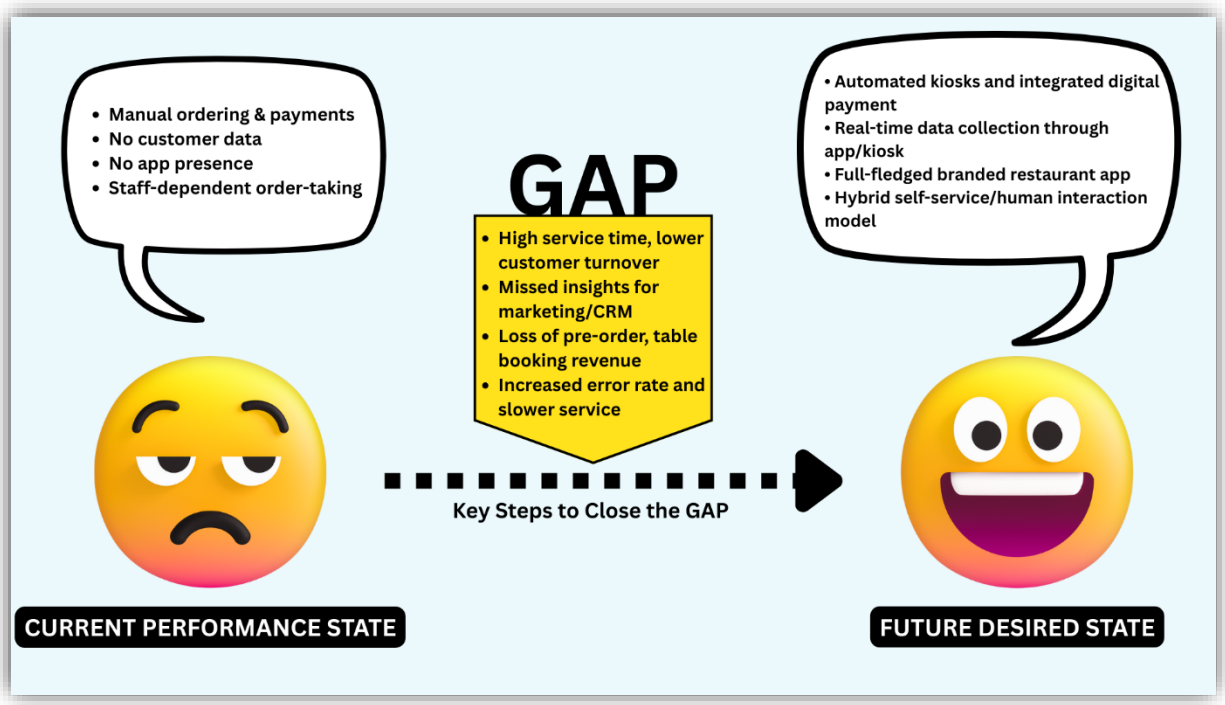


Fig 4.1 – Shows The Current Performance and Future Desired States

4.2. Key Gaps Identified:

i. Manual ordering System: The slow machinery, and in periods of peak hours, service actually collapses by about 25-30 percent.

ii. Limited Data Collection: Systems allow for no insight into customers' preferences or spending habits.

iii. No Digital Loyalty/CRM: Really, such a system does not keep customers around.

iv. No Self-Service Kiosks: Put pressure on the staff and lead to greater incidences of incorrect ordering.

v. No App Integration: Pre-ordering, table booking, or online menu features are not available. Would definitely be an opportunity to take a traditional restaurant into the digital realm using kiosk software and hard-ware. A mobile app is an utmost requirement to enhance customer satisfaction and operational efficiency.

This gap presents a ripe opportunity to digitally transform traditional restaurants using kiosk software, hardware, and mobile apps to improve customer experience and operational efficiency.

5. Strategic Innovation Framework:

Today, Innovation has been a key factor for a company's growth and survival but it can either be an incremental or radical action which poses a risk on implementation due to uncertainties. We can however, reduce (or Implemented "strategically" and following a certain structure, this structure is what we call a Strategic Innovation Framework or SIF (Lettig S., 2013)

Applying SIF for this Innovation, let's visualize its structure using the Business Model Canvas.

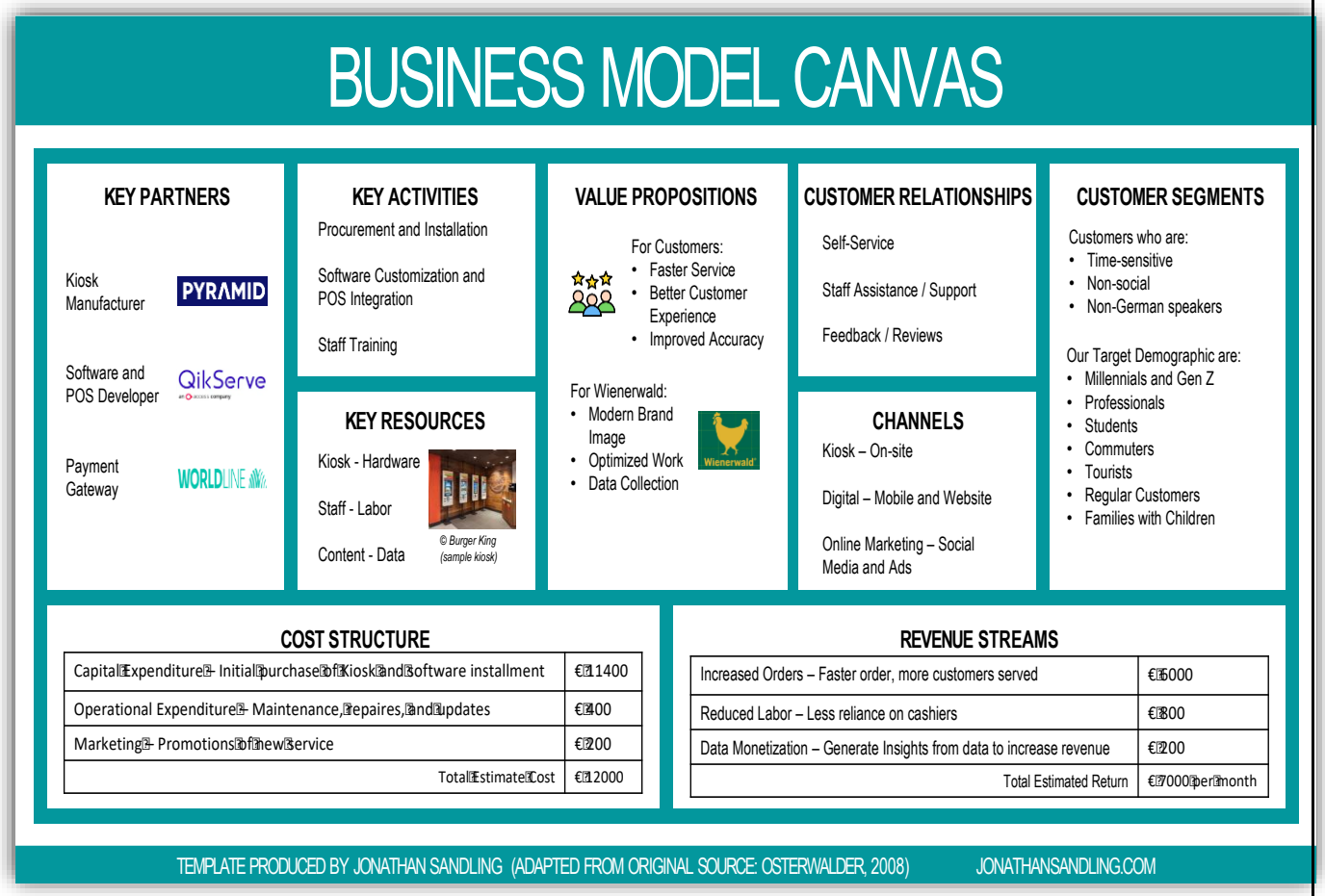


Figure 5.0 Business Model Canvas

Key Partners:

Anyone who helps in manufacturing and distribution of products/services.

- Kiosk Manufacturer – Design, manufacture, install, and perform maintenance to the self-service kiosk.
- Software and POS Developer – Create the software and backend systems.
- Payment Gateway – Install PCI-compliant payment processors for cards and other forms of contactless payments.

These three companies together will be able to provide all the services needed to implement a self-service kiosk as they are proven to work well together and are capable to integrate with each other (used by burger king).

Key Activities:

Actions those needs to be done to implement these Innovation.

- Procurement and Installation – Purchase and transport kiosks to the restaurant.
- Software Customization and POS Integration – Customize kiosks to align with Wienerwald's branding and menu. Synchronize the systems to be ready for operations.
- Staff Training – Staff must have basic knowledge on how to operate the kiosks so they can assist customers.

Key Resources:

What we need to deliver this Innovation.

- Kiosk – Includes hardware, software, POS, UX/UI, internet connectivity, and payment gateway.
- Staff – Includes service staff, IT support, UX/UI designers, and trainings.
- Content – Includes data, branding, menu, and assets.

Value Propositions:

Benefits of implementing a Self-Service Kiosk for Wienerwald.

For the Customers:

- Faster Service – Reduced queue time.
- Better Customer Experience – Customers will have full control when ordering such as be able to see the full menu and descriptions, can customize orders, enable language support, and recommendations.
- Improved Accuracy – Less chances for miscommunication and human error.

For Wienerwald:

- Modern Brand Image – Wienerwald will be seen as a company that adapts to new technologies.
- Optimized Work – Reduce work done by the cashier or waiter.
- Data Collection – Order data can be collected and then analyzed.

Customer Relationships:

How we engage with the customers.

- Self-Service – Customers can input their order on their own.
- Staff Assistance – Customers can ask for assistance to staff on how to utilize the kiosks.
- Feedback – Customer reviews can be done easier.

Channels:

Where can you access the service or interact with Wienerwald.

- Kiosk – On-site.
- Digital - Mobile App and Website.
- Online – Social Media platforms and Advertisements.

Customer Segments:

Specific customers who will benefit from this Innovation.

- Time-Sensitive Customers – Customers who are impatient or have no time to queue.
- Non-social customers – Customers who are prefer to interact digitally.
- Non-german speakers – Customers who does not speak the local language can benefit with the multilingual interface option.

Target Demographic:

- Millennials and Gen Z

  "Millennials represents approximately 40% of global restaurant customers"
  (Frumkin P., 2012)

  "Gen Z and Millennials highly values convenience and digitalization"
  (restaurant.org, 2023)

- Professionals, Students, Commuters, Tourists
- Regular Customers
- Families with children

Cost Structure:

Expenses for the Self-Service Kiosk implementation, including both capital and operational expenditures.

- Capital Expenditure (CapEx) – Initial purchase of Kiosk and software installment.
- Operational Expenditure (OpEx) – Maintenance, repairs, updates.
- Marketing – Promotions of the new services.

Category	Item	Vendor	Estimated Cost (€)
CapEx	Hardware	Pyramid	5250 per kiosk
	Software	QikServe	4500
	Payment Gateway	Worldline	1000
	Installation	Pyramid	650 per kiosk
OpEx	Maintenance	Pyramid	400 per kiosk
Marketing		Website/Social Media	200
		Total	12000 for 1 kiosk +6300 for each additional kiosk

Table 5.1 - Sample Estimated Cost

Revenue Streams:

Direct and Indirect sources of revenue as a result of the implementation of the Self-Service Kiosk.

- Increased Orders – Faster ordering time results to more total customers served.
- Reduced Labor – Less reliance on cashiers or waiters.
- Data Monetization – Generate insights from data to increase revenue.

Revenue Stream	Sample Calculation (Assumptions)	Estimated Returns (€ per month)
Increased Orders	Additional customers * Average check per customer * number of days	20*10*30= 6000
Reduced Labor	Labor cost	800
Data Monetization	Revenue optimization	200
	Total	7000

Table 5.2 - Sample Estimated Returns

5.1 Customer Experience:

Stage	Current	With Self-Service Kiosk
Arrival	Locate Counter 	Locate Kiosk 
Queue	2-3 Counters on average. Longer lines 	3-5 kiosks on average. Skip long lines 
Menu	Static overhead menu 	Digital menu with descriptions and filters 
Order	Tell staff your order. Possibility of error 	Tap to select order No possibility of error since you input your own order 
Payment	Cash or card payment at counter 	Card or mobile payment on the kiosk 
Order Confirmation	Printed paper receipt 	Receive ticket with estimated preparation time 

Fig 5.1 - Customer Experience Comparison

Comparing the customer experience with and without self-service kiosk, we can see that there will be improvements on speed, accuracy, and comfort through avoiding long lines, clear menu interface, and seamless payment.

6. Implementation Roadmap:

6.1. Implementation Plan:

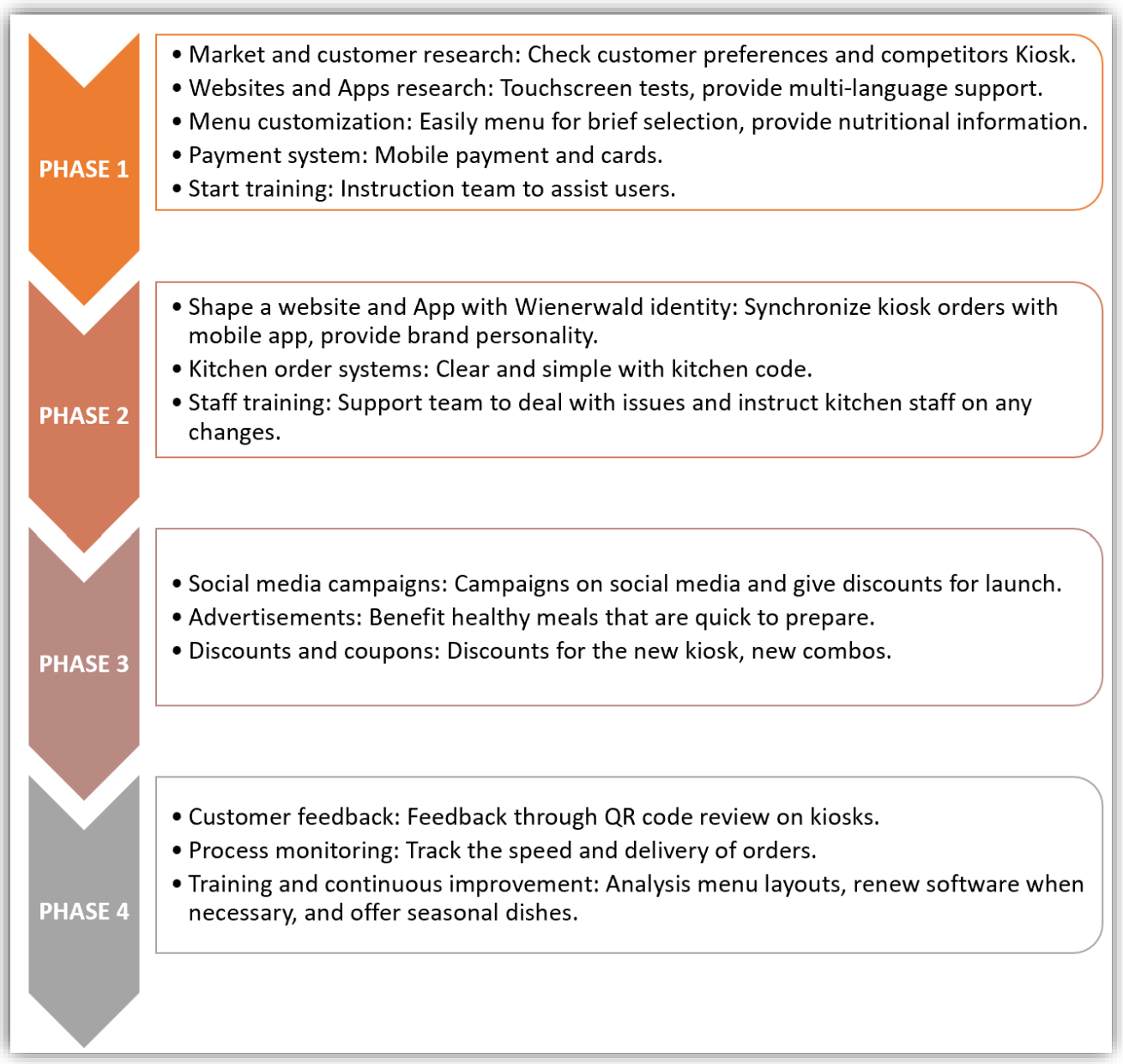


Fig 6.1 – Four Steps of Implementation Plan

6.2. Overcoming Challenges:

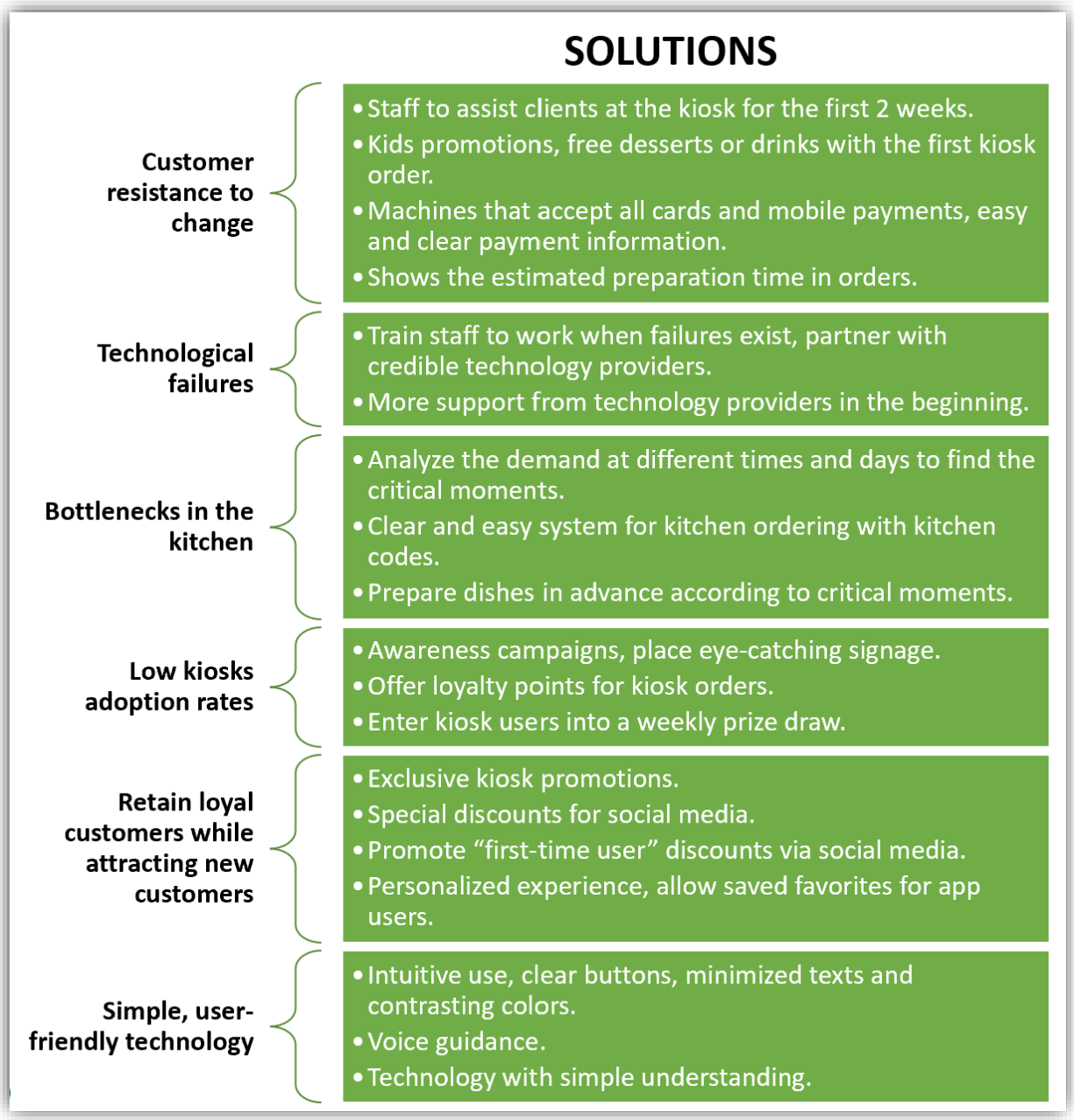


Fig 6.2 – Overcoming Challenges and Their Solutions

7. Design Thinking:

7.1. Design Thinking & McKinsey 7S Framework:

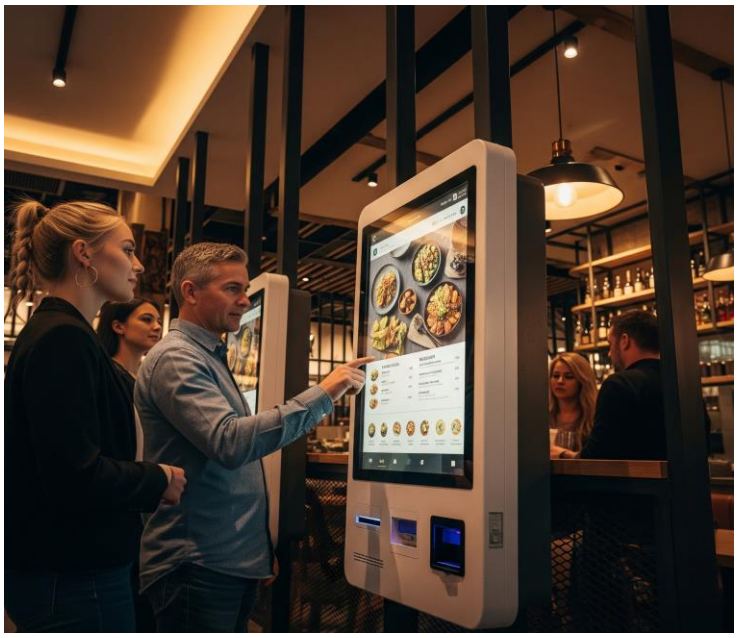


Fig 7.1 – Self-Service Kiosk System

Introduction:

The main outcome of this project is to apply innovation for the conventional restaurant service model into to a self-service model by implementing a Self-Service Kiosk System. Presently, Wienerwald restaurant uses hand operated ordering via waiters, which constantly results in service delays, productivity, and poor customer centricity. This reporting outcomes the usage of Design Thinking methodology and the McKinsey 7S Framework as a part of innovation management to rectify these issues and improve overall effectiveness.

1.

STEPS INVOLVED FOR THE APPROACH

Stage 1: Empathise:

Regulating the surveys and taking feedback from the client and staff.

Key main points identified: Lengthy waiting time to place an order, struggling to get the attention from waiters during rush hours and repeated manual order-taking process for the staff.

Stage 2: Define:

Framed problem statement: Wienerwald restaurant clients are facing delays in getting orders due to conventional waiter-approach processes, which are badly affecting customer satisfaction and also operating efficiency issues.

Stage 3: Ideate:

Brainstormed solutions: Self-service kiosks are a model with a virtual menu and order placement. Mobile application with in-restaurant ordering possibilities. A digital token system to provide notifications to the customers when food is ready. Real-time order tracking through an application or digital screen displays.

Stage 4: Prototype:

Developed wireframes/mock-ups for: Kiosk touchscreen interface. Mobile application interface for food selection options and payment. Backend system integration with the kitchen and the billing counter.

Stage 5: Test:

Planned pilot implementation of kiosks at the entrance level and dining areas.

Key testing goals: Reducing in order wait times. Enhanced customer satisfaction. very easy to handle and accepted by different age groups. Collecting Feedback for system enhancement.

7.2. Design Thinking Approach:

Fig 7.2 - Kiosk touchscreen interface

7.3. McKinsey 7S Framework Application:

Element	Application to Self-Service Kiosk Implementation
Strategy	Shift from traditional service to digital self-service to enhance customer autonomy and speed of service.
Structure	Reduced dependency on waiters; restructured roles to focus on food preparation, tech support, and customer guidance.
Systems	Integration of kiosk/mobile ordering with kitchen display systems and token-based notification.
Shared Values	Promotion of innovation, customer-centricity, and efficiency as core values across the restaurant team.
Style	Encouraging a leadership style that supports digital transformation and employee adaptation to new systems.
Staff	Training staff to assist customers with kiosks and troubleshoot common issues.
Skills	New skill development in technology usage, system maintenance, and customer onboarding.

Table 7.3 - McKinsey 7S Framework Application

7.4. Expected Benefits:

Tremendous reduction in service time.- Enhanced client satisfaction and experience.- Lower labour dependency and improved staff allocation.- Real-time data collection for the operational insights and enhancements.

7.5. Conclusion:

By applying the Design Thinking, we developed a customer-centric, incremental innovation for Wienerwald restaurant's service model. The McKinsey 7S Framework ensured that our solution aligns with the organizational structure, strategy, and culture. The self-service kiosk is resulting to streamline operations, modernize the dining experience, and position the restaurant in the evolving food service Competitive market.

Fig 7.5 - The self-service kiosk Device

8. KPIs and Success Metrics:

One of the best way to know if our innovation is a success or not, is by implementing a key performance indicator (KPI) to measure the success of the transformation we made and also to monitor the Progress we made.

"Key performance indicators (KPIs) are the **vital navigation instruments** used by managers to understand whether their business is on a successful voyage or whether it is veering off the prosperous path. The right set of indicators will shine light on performance and highlight areas that need attention. '**What gets measured gets done**' and '**if you can't measure it, you can't manage it**' are just two of the popular sayings used to highlight the critical importance of metrics. Without the right KPIs managers are sailing blind." (Marr, B., 2012)

8.1. Advantages Of Self-Service Kiosk System

i. Reduction of Service time

We reduce the ordering time by 25 -30 during peak hours compare to manual ordering

ii. Reduction of workload

This will Decrease staff workload and errors in order-taking

iii. Reduction of waste Material

Since we have the data on the customer preferences and spending patterns, we will not be spending on things that doesn't, which result in having

iv. Easily implementing the Digital Loyalty Programs/CRM.

We are also going to implement Customer loyalty program with the new system. Like,

a. **Customer Loyalty Point**: We will be offering customers points as in reward for the following tasks,
    - When they invite their friends/family to our restaurant
    - When they fill out our survey
    - When they promote the service in their social media accounts
    - Multiple orders

Fig 8.1 – Sample Loyalty Card

There is a weak correlation between customer loyalty (behavioural loyalty) and profitability (Reinartz & Kumar, 2002)

b. **Coupon:** offering **s**pecial discounts and perks

The customer will collects points and gets a reward. This reward can be in the form of discounts or free food

This program can help the company by,

- Attracting bargains
- It boosts sales
- They are easy to implement
- They help the company with reduction of cost from investing large amount of money in big advertisement.

c. **Easy App Integration:** The customer can easily manage pre-orders, table booking, or online menu.

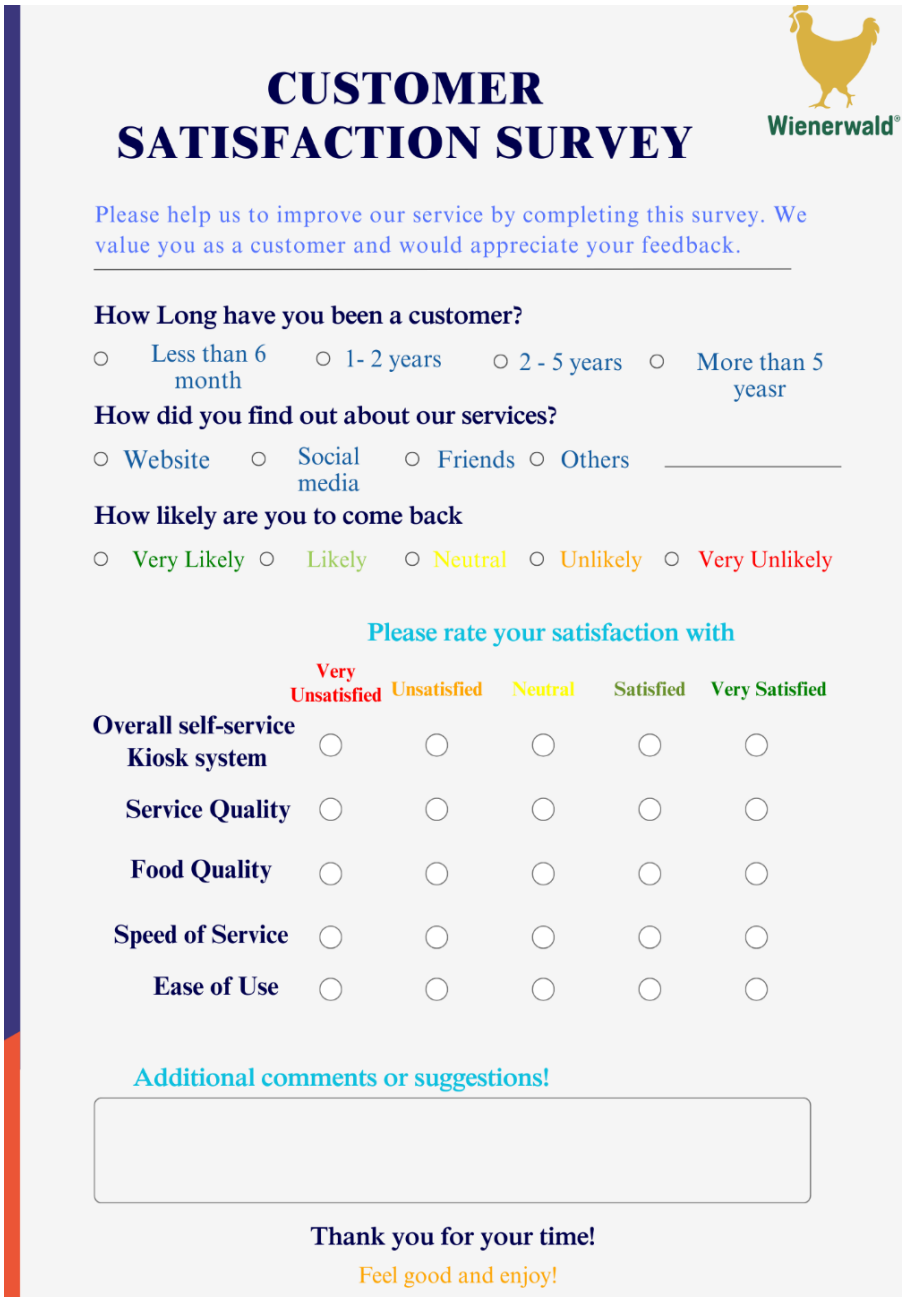
To measure our innovation, we will be implementing **Customer satisfaction (CSAT) Survey.**

CSAT: customer satisfaction is all about understanding what the customers feels and to take their ideas and feedbacks for the improvement of our services, after all what gets measured can be managed. CSAT answer this main question,

- How can you compare the self-service kiosk system with Normal or already established waiter service?

- How long the service takes?
- The cleanliness of our service
- The quality of the food?
- Overall feedback on our self-service system

To get feedback from this question we will use this Survey;



CUSTOMER SATISFACTION SURVEY

Wienerwald

Please help us to improve our service by completing this survey. We value you as a customer and would appreciate your feedback.

How Long have you been a customer?

○ Less than 6 month ○ 1- 2 years ○ 2 - 5 years ○ More than 5 yeasr

How did you find out about our services?

○ Website ○ Social media ○ Friends ○ Others _____

How likely are you to come back

○ Very Likely ○ Likely ○ Neutral ○ Unlikely ○ Very Unlikely

Please rate your satisfaction with

	Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied
Overall self-service Kiosk system	○	○	○	○	○
Service Quality	○	○	○	○	○
Food Quality	○	○	○	○	○
Speed of Service	○	○	○	○	○
Ease of Use	○	○	○	○	○

Additional comments or suggestions!

Thank you for your time!

Feel good and enjoy!

Fig 8.2 - CSAT Survey Form

To facilitate and to make the survey easier we will be sharing the **QR code** for the survey,

Scan here and give us your honest feedback!

The feedback will be having is so important in understanding what actually the customer thinks about our innovation. The amount of percentage of people think regarding each question will also be important for us. The strength points the customer makes we will try to maintain them and the negative feedback or suggestion we got, we try to improve.

9. Closure / Conclusion:

The project is an urgent effort toward modernization of the old German-style restaurants by installing self-service kiosks, software, and applications to be used by real-time agents as a conversion mechanism for centers of efficiency. Does that then mean that any combination of rapid services put forth by the business through innovative policies and advanced technology is going to witness happy customers at operational excellence? Even before the adoption of Open, Closed, and Network Innovation, the project satisfactorily balanced flexibility, security, and scalability. Restaurants have to remain quick in changes amid traditionalism and modernism to maintain their competitive edge. At its core, digital PT aims to ease the restaurant operation by providing the essential platform that will host all functional areas necessary for sustainable growth of business, interactivity with customers, and future innovations.

"Project Contribution: All the Group members have been equally contributed to the entire project".

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