



3

CHOPPED SALAD

PUR CABEL SAL

4

TAHINI (MILD)

GARLIC SAUCE (GARLICKY)

5

Finish

LENTIL SOUP

BASI RI

ADD BOBA TO ANY DRINK FOR ONLY 75¢ \$2.50 \$2.75
 \$4.25 \$5.00
 \$5.00 \$5.00
 \$4.50 \$5.00
BLACK TEA \$2.00 \$2.25
YECHEE BLACK TEA \$2.50 \$3.00

Authentic Style!

Lobster Roll

Maine lobster, lightly tossed with mayo!

Best Price in Boston!

\$10.95 +tax

HANDCUT FRIES

FISH & CHIPS BASKET

FLAKY WHITEFISH

CLASSIC FISH SANDWICH

MAHI MAHI TACOS

OUR MENU

LOBSTER SUB

PO' BOY

FISH & CHIPS BASKET

Our sandwiches are served on your choice of locally baked white bun, brioche or bun, or Kaiser roll.

KAPAKAHU KORNER

KALBI FINGER! (Spicy)

grilled Kalbi marinated, Pineapple, mushroom, house mayo and spicy garlic mayo

SPICY CALLAHAN

fluffy sauced beef patty, pico de gallo, lava sauce, sour cream, pepper jack & cheddar cheese, pickled jalapenos

BUFFALO FRIED CHICKEN SANDWICH!

crispy chicken with blue cheese slaw and spicy garlic mayo

BBQ PORK CRUNCH

Housemade BBQ pulled pork topped with par-to crusted

DA KINE TEN BURGER

top grinded beef patty, grilled pineapple, mayo, Swiss cheese

HAWAII CLASSIC

burger patty, "special sauce", lettuce, tomato, onion

HENNY'S CATCH

locally caught fish of the day, herb marinated and

CLASSIC SIDES

SEA SALT FRIES SM. \$1.09 | 210 CAL SM. \$1.09 | 210 CAL SM. \$1.09 | 210 CAL

OLD FASH'N FRIES SM. \$1.09 | 210 CAL SM. \$1.09 | 210 CAL SM. \$1.09 | 210 CAL

CHOWDER FRIES* (SEA SALT FRIES SMOTHERED IN CREAMY CHOWDER AND BACON) SM. \$1.09 | 210 CAL SM. \$1.09 | 210 CAL SM. \$1.09 | 210 CAL

COLESLAW SM. \$1.09 | 210 CAL SM. \$1.09 | 210 CAL SM. \$1.09 | 210 CAL

HUSH PUPPIES* SM. \$1.09 | 210 CAL SM. \$1.09 | 210 CAL SM. \$1.09 | 210 CAL

POPCORN SHRIMP* SM. \$1.09 | 210 CAL SM. \$1.09 | 210 CAL SM. \$1.09 | 210 CAL

*DENOTES PREMIUM SIDE

JUST SAY: MAKE MINE a COMBO!

ADD A SIDE AND A DRINK FOR 99¢

ADD A PREMIUM SIDE AND A DRINK FOR \$1.39



NEW SHMEARFULS

Mini bagels filled with shmea

Mix & m

6 P

NG ICEE S TEMS

Getting The Maximum Value From DIGITAL MENU TECHNOLOGY



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INTRODUCTION

Congratulations! You have chosen to use Digital Menu Technology in your operation, a decision that will allow you to gain complete control of your brand at all levels of your restaurant. When you're first starting out, it can be overwhelming to consider all the variables involved with Digital Menu Technology. Your head may be spinning as you think of construction and hardware, creative assets, managing pricing and calories, obtaining approvals, installing a Digital Menu Technology platform, and setting up other software.

The dedicated employees at WAND are here to help you every step of the way, so you can feel comfortable and confident in your ability to manage Digital Menu Technology. This guide provides details of what we believe are the best practices to get the maximum value possible from Digital Menu Technology in your operation.

Whether you are just getting started, are in the process of launching a pilot, or have opened a new store or two, you can find relevant tips in this guide. No matter the situation, the crucial ingredient to getting the most value possible from Digital Menu Technology is execution. The details are important, so let's discuss the facts together.

DOPS

CUP OR SUGAR CONE HAND-ROLLED WAFFLE CONE

Ice Cream (1 flavor) ... \$3.75 ... \$4.50

Ice Cream (1-2 flavors) ... \$5.00 ... \$5.75

Ice Cream (1-3 flavors) ... \$6.50 ... \$7.25



Ice Cream Toppings \$1.00/ea.

Ice Cream Toppings:

- Marshmallows
- Roasted Pistachios
- Chocolate Sauce
- Caramel Sauce
- Whipped Cream

BEVERAGES & SNACKS

Bottled Soda \$2.95

Nantucket Nectars \$2.95

Snapple \$2.95

Dasani Water Small ... \$2.75 Large ... \$3.75

Crystal Geysler Water \$2.95

Fiji Water \$3.50

Milk \$2.95

Yogurt \$2.25

Parfait \$5.95

Fruit Cup \$5.75

WE PROUDLY BREW

Peet's Coffee & Tea

SMALL MEDIUM LARGE

Hot Coffee (reg or decaf) \$2.10 \$2.30 \$2.55

Iced Coffee (reg or decaf) \$2.10 \$2.30 \$2.55

Iced Tea \$2.10 \$2.30 \$2.55

Hot Tea (Tea Bag) \$2.50

ICED

ICED COFFEE & TEA

	8oz	10oz	14oz	20oz
ICED COFFEE	1.10	1.40	1.70	2.70
ICED CAFFÉ LATTE	1.10	1.40	1.70	2.70
ICED VANILLA LATTE	1.10	1.40	1.70	2.70
ICED CAFFÉ MOCHA	1.10	1.40	1.70	2.70
HOUSE MADE ICED TEA <small>UNSWEETEND, SWEET, RASPBERRY</small>	1.10	1.40	1.70	2.70

BLENDED COFFEE DRINKS

	8oz	10oz	14oz	20oz
CARAMEL	1.10	1.40	1.70	2.70
DOUBLE FUDGE	1.10	1.40	1.70	2.70
VANILLA	1.10	1.40	1.70	2.70
PISTACHIO	1.10	1.40	1.70	2.70
BUTTERSOTCH	1.10	1.40	1.70	2.70
CINNAMON	1.10	1.40	1.70	2.70

SMOOTHIES

FRESH INGREDIENTS... MA

TRI BERRY BLEND
STRAWBERRIES, BLACKBERRIES & RASPBERRIES WITH ALMOND MILK & APTCO

SPINACH & ORANGE
ORANGES, BANANAS & ORGANIC COCONUT WATER & FLAX SEED

TROPICAL BREEZE
PEACHES, MANGOS & BANANAS & NON-FAT YOGURT

WE ONLY USE FRESH INGREDIENTS

Who Should Read This?

This guide is designed for people who are responsible for a large number of stores, and for new operations planning to grow dramatically over the next one to three years. Implementing Digital Menu Technology requires the collaboration of a cross-functional team of experts from a variety of disciplines in your organization. Make sure to include stakeholders from all of these groups. Marketing and IT professionals will generally be the leaders, with heavy collaboration from finance and approval from senior executives (including the CEO).

- Concept: CEO, CMO, CFO, CIO, IT VP, Other Directors
- Franchisee: IT, Operations, Marketing, Agency, Communications
- Stores: GM, Assistant Managers



THE BIG PICTURE:

Getting Maximum Value From Digital Menu Technology

Never lose sight of the benefits that led you make the decision to implement Digital Menu Technology. This technology solves real problems for QSR and fast casual restaurants, and it creates new opportunities. Here are the top 10 benefits you can expect to see from using Digital Menu Technology:

- Achieve significant increases in ticket size (as much as double-digit gains)
- Enhance the customer experience with pleasing displays and relevant, visually appealing content
- Reduce perceived wait times
- Simplify menus to better influence consumer behavior and spending
- Drive brand compliance to a new level and ensure the appropriate content is playing at all times
- Comply with local and federal requirements, such as the FDA menu labeling rule
- Create operational efficiencies and free your employees from tedious menu changes
- Roll out new menu items, test new products, and change prices more frequently
- Sync enterprise media (like internet, TV, and in-store) to tie menus together into a greater marketing strategy
- Capitalize on local situations like the weather, and events such as sports and holidays



Planning and Operating Your Projects

Digital Menu Technology projects of any scale require participation from a variety of specialists, including project management, construction and installation, and design and merchandising. Because of the details and number of people involved, you should incorporate a Digital Menu Technology platform, which is a software content management system specially designed for a restaurant environment. Location, characteristics of the store spaces, logistics, and staffing all require specific attention, which we will discuss.

If possible, the planning for all these aspects of the project should be done in parallel. That will give you a complete view of the tasks necessary to get your menus live in the restaurants.



JUST STARTING OUT, OR GOING ALL-OUT?

If you are just beginning your experience with Digital Menu Technology, a test lab is a great way to familiarize yourself with how they work. Select a room in your headquarters and install the menu boards in a configuration that closely duplicates the setup you envision for a store. Vendors are often happy to help you with this, especially if you have several stores. This phase should last no more than 60-90 days. The lab provides the opportunity for you to get to know the hardware and software, and to develop a relationship with your vendors. You can test the operation of the menu boards and new creative ideas, as well as begin to make important decisions like what content should be used on which boards. Show the setup to as many people as possible and consider testing with your customers. The goal of a lab is to be successful in the first store on the first attempt.

From the Lab to a Pilot Project

Once you have completed testing in a lab and are satisfied with the setup, it's time to launch a pilot project to give you a clear picture of how your Digital Menu Technology will work when fully deployed. Pilots should ideally include more than one store. If you have multiple locations, you already understand that evaluating critical operations infrastructure must be done at more than one site to get an accurate representation of how equipment and procedures will function. A pilot should last no longer than six months. If you have different types and sizes of stores (such as activated versus legacy, mall store versus stand-alone, or outparcel versus urban), make sure each footprint is represented in the pilot.

Going All-Out

After a successful pilot, apply any lessons learned to all your stores. If you have an especially complicated IT system, networking or security needs, or integration with other systems, your installations could be more complex. You should plan ahead and engage right away with any partners who will be involved in the introduction of the technology.

Economies of scale are important in the QSR and fast casual restaurant industry. If you run a multi-unit restaurant operation, you can benefit from economies of scale: discounts on equipment, resource availability, and potential efficiencies in scheduling when you build several Digital Menu Technology projects at once.



Show The Setup To As Many People As Possible



How Many Menu Boards Do You Really Need?

A stand-alone QSR with one to three registers or lanes should have two paired boards per register.

For a store with heavier traffic (five or more lanes), five or six boards are recommended: a pair of boards can be positioned to serve each pair of lanes.

Digital Menu Technology creates other possibilities you can explore. For example, instead of focusing on the lanes, you could use nine boards with a specialized focus on the content. Or you could place two or three boards in the center for LTOs and motion graphics or video to highlight the most popular items. You could experiment and feature combos on the outside left side and desserts on the outside right, with sides and drinks next to the entrees in the middle. The possibilities are endless, which will give your creative team a multitude of options.

Large restaurants can benefit by adding POP and pre-sale boards (additional displays located where the line starts in the store). These displays get customers thinking about your current LTO or high-margin items from the moment they walk in the door. The dining room is a great place to feature dessert items to entice customers to return to the counter.

Increasingly, QSRs are recognizing the operational efficiencies and increased sales generated by outdoor Digital Menu Technology, so you should consider pre-sale boards at the entrance to the lane(s), as well as one to three menu boards at the point of ordering.

Restaurants in Mall Food Courts

Nowhere is Digital Menu Technology more effective at increasing sales than in restaurants located in mall food courts. No matter what the concept, sales will benefit from bright displays with large food items. Imagine steam coming off freshly prepared food, pouring drinks, clinking ice, and other video or animations to attract the customer's eye and help them gravitate toward your restaurant instead of a neighbor's. Make sure you exhibit vibrant content that's displayed on high-quality, extra bright commercial screens.

Fast Casual

Most new fast casual concepts have one to three registers or lanes. Menus tend to be simpler, so the emphasis should be on imagery and benefits of your offerings. (For example, "healthy" is a big motivator.) If menus are simple enough, choose larger displays and hang one or two from the ceiling above and behind the counter at an appropriate sight line, height, and viewing distance. Depending on the store layout, you may not need multiple menu boards for each lane.

Convenience Stores

There are several locations inside a convenience store that could benefit from Digital Menu Technology. From a menu perspective, one or two displays mounted from the ceiling above the deli counter could suffice. Larger stores with multiple food zones might benefit from two menu boards at each station. Specialty coffee areas can also benefit from Digital Menu Technology, especially if a variety of flavors are featured and frequently changed.

Market Delis & Quick Serve

Market delis and quick serve counters present a unique opportunity to leverage impulse and planned spending from customers already in your location. These businesses focus primarily on quick lunches, family meals, and impulse buys served right within the marketplace. Specialty foods are a great focus for Digital Menu Technology, and upsell opportunities are plentiful.



PROJECT MANAGEMENT

The Nuts And Bolts Of Installing Displays & Players In Restaurants

Implementing Digital Menu Technology is a new concept to many companies. Planning activities involve numerous small but important details. Of course, an excellent time to install Digital Menu Technology is when a new store is being opened. Then you can plan in parallel with all the other store opening activities. Utilize help from your vendors. They can generally take on as much or as little of the process as you desire, from doing everything in a completely turn-key mode, to simply answering questions that come up along the way.

Digital Menu Technology implementations involve several small simultaneous projects with defined beginnings and endings, all of which are constrained by time and budget to prevent a negative impact on restaurants and optimize the benefits.

DELI SANDWICHES

0.00 **Chicken Salad** 0.00
herbed turkey breast, avocado, lettuce, onion, mayo & Sierra ale mustard on a FTH croissant

0.00 **Seared Ahi Club** 0.00
seared Ahi tuna, sriracha, lettuce, sprouts, tomato, avocado, bacon & mayo on FTH sourdough

0.00 **BLT** 0.00
hardwood smoked bacon, lettuce, tomato & mayo on toasted FTH sourdough

0.00 **Greek Chicken** 0.00
chicken, red onion, cucumber, sun-dried tomato, arugula, goat cheese & dill sauce on FTH focaccia bun

BOWLS

Chi Bowl 0.00
choice of chicken or tofu with cabbage, carrots, black beans, green onions, sesame seeds & in-house umami sauce

Teriyaki Bowl 0.00
choice of chicken or tofu with bell peppers, red onions, button mushrooms & in-house teriyaki sauce

Seared Ahi Bowl 0.00
seared Ahi tuna, carrot, cucumber, jalapeño, lime, spicy sesame dressing & crunchy noodles on jasmine rice



SOUPS

Tomato Basil cup 0.00 bowl 0.00

Soup of the Day: cup 0.00 bowl 0.00
Chicken & Wild Rice



COMBINATION BENTO



SALAD Poke

DONBURI		JUNIOR	
Chicken	7.99	Spicy Ahi	9.50
Curry Chicken	7.99	Spicy Poke	9.50
Curry Tempura	7.99	Tempura	8.99
Mix Chirashi	10.50	Teri Chicken	8.50
Poke	9.50	Wagyu Beef	8.99

BENTO		JUNIOR	
Unagi	10.50	Kal-Bi Chicken	9.50
Poke	9.99	Udon	8.99
Spicy Ahi	9.99		

COMBINATION BENTO		JUNIOR	
Choose Two: Cold Udon, Spicy Ahi, Chicken, Tempura, Teriyaki, Chicken, Poke, Kal-bi, Unagi	11.99	Beef	8.99

NIGIRI BENTO		JUNIOR	
Ahi Lover	12.50	Sapporo	10.99
Hamachi	12.99	Salmon Combo	9.75
Negi-Hama	12.99	Lunch Special	8.99
Sakura	11.50		

SIDE POKE		MARKET PRICE	
Shoyu Poke - 8oz, 12oz, or 16oz		MARKET PRICE	
Spicy Poke - 8oz, 12oz, or 16oz		MARKET PRICE	

Obtaining Project Approvals

Since Digital Menu Technology projects involve cross-functional teams, milestones should be established (discussed below). You should include time for appropriate sign-offs to occur throughout.

- Table: Stakeholders and their involvement
- CEO – Generally only involved at the inception of a Digital Menu Technology project.
- CFO – May express interest in signing off on overall economics of an enterprise rollout, but will likely delegate budgets for each individual restaurant project to finance staff.
- CMO – Likely to be keen on knowing the details of the overall brand impact and how the Digital Menu Technology is going to help their cause. Marketing staff under CMO will likely be involved in perpetuity.
- CIO – IT teams will almost always have project management responsibilities, as well as ongoing operational involvement with Digital Menu Technology projects. An enthusiastic IT team is critical to the success of any
- Advisory Board – Your franchisee or partner advisory board can provide great project insight for operational needs and requirements.



Establishing a Project Schedule for Multiple Restaurants

Because each site may have more or less equipment and architectural or layout differences that make mounting displays or running cables more or less challenging, the scope of work may vary and you should plan accordingly.

The type of store also has a direct impact on how the project is planned and who is involved. Malls, outparcels, storefronts in urban areas, stadiums, arenas, and other unique store footprints have distinctive challenges. Are there specific requirements from the landlord that must be met? Do they need to sign off on drawings? Are union contractors required? Do you need permits? Are there city signage ordinances that impact displays inside the restaurants? You'll want to keep a checklist of all the signoffs that must be obtained.



Determining the Date You Want to Go Live for Each Site

Often with a new store, you should plan for your Digital Menu Technology to go live a few days before opening. Allow about 30 days for a domestic deployment and about 50 days for an international one. Once you have a view of all the projects, you can plan the details of each individual store, including the construction, installation, and content readiness.

Electric and internet service availability need to precede the installation of menu boards, so you don't have to schedule multiple visits by a technician or use your own or contract personnel to get the boards up and running.

Determine how many projects you can handle at one time. Establish a set of milestones for each phase of the project. If you are doing several restaurants in one town, and using the same crew, it may be relatively easy to determine the pace at which they can complete a store.



CONSTRUCTION

Bringing It All Together In A Well-Executed, Timely Project

Before anyone starts drilling or hammering, you need to perform a site survey: obtain photos and physical measurements of the site, including where you expect the displays to be positioned and where the computer hardware will be located. Take note of obstructions and architectural features as well (columns, windows, doors, trim, or hardware).

Based on the information collected, you will determine optimal display size, requirements for wiring and cooling, construction needs, wiring challenges (such as plenum versus non-plenum ceilings, or the need for conduits), mount types, media player placement, logistics, and access issues.

Infrastructure assessment – verify power and data infrastructure, internet reliability, network connectivity through firewalls, and air flow for electronic equipment.

Display installation best practices – confirm height, orientation (portrait or landscape), and position for optimal viewing angles. Confirm structural integrity for mounting brackets to hold the weight of the displays and media players.

POS Systems Integration

If your Digital Menu Technology will require an integration with your POS vendor, you should plan in advance with your Digital Menu Technology vendor and content team to ensure that all versions of your POS system(s) are supported. You will also need to check that all the necessary data to complete an integration will be provided. This data generally includes a menu item export, which includes a menu item name, price value, caloric value (optional), and a unique item ID for each sales item.

Placing Orders for Equipment and Services

Not all equipment for Digital Menu Technology installations is sold “off the shelf.” Custom mounting hardware and outdoor enclosures can have lead times associated with them. Plan on placing orders well before the date you are planning to go live. Consult with vendors and compare schedules often.

Installation techs and creative services should also be booked well in advance. If your opening or desired installation is being timed to capitalize on a holiday rush period, for example, keep in mind that many other restaurants may have that date range in mind and resources may be constrained.



Not All Equipment for Digital Menu Technology Installations is Sold “Off the Shelf.”



Installation

Simultaneous to the construction planning, build a detailed plan for the installation of the displays and accompanying gear.

Drawings and specifications from the equipment provider are incredibly helpful. They will provide accurate details for the displays and supporting equipment. Here are a few examples of details that need to be established:

- What type of mounts are used? Ceiling or wall?
- Some ceiling mounts need rails that travel horizontally and hold several displays; heights and lengths are critical.
- Determine the cable lengths necessary for data (CAT5) and video (HDMI).
- What labor resources need to be present?
- Are the appropriate trim materials and tools available?
- Do you have ready access to troubleshooting resources?

Installing Indoor Digital Menu Boards

Be sure to use tools and hardware appropriate to the mounting surface. For example, if you have to drill through tile, you will need a special drill bit. Depending on the brackets, displays, ceilings, and wall construction materials, the installers may need other special tools.

Media Player Installation Best Practices

The media player is a small computer device that needs to be within a cable length of the display. Most often today, installations include one of these devices for each display. With some hardware, a single player can drive upwards of six displays. Each device needs its own electrical outlet and is often connected to Ethernet via CAT5 cables (some devices can be wireless), and to the display via HDMI. Sophisticated players support “failover modes,” which can involve a display being connected via HDMI to two players so that in the event that one device fails, the other continues delivering your content to the display.

Where to Mount the Player

The player must be accessible to store employees (for the rare event that the unit needs to be reset) but should be hidden from the restaurant’s customers. It needs to be mounted securely with brackets (not Velcro, tape, or twist ties), have cables plugged in without tension, and located a safe distance away from heat sources with adequate airflow. It should not be plugged into a switched and conditioned outlet. The player is a computer, and it should only be shut off using its own power switch.

Connecting Media Player to the Display

As we mentioned, the types of data and HDMI cables that you use are critical. CAT5e or greater should be used for data runs, and you should select plenum-rated cables as required by local and national building codes. All cables should be tied down at least every three feet, with the excess cable tied back with zip ties or Velcro straps. Use appropriate colored raceway for exposed cabling greater than three feet, and ensure that all CAT5e and HDMI cables are properly labeled. Also, pay attention to the “bend radius” of HDMI cables: you don’t want the cables to crimp or break. Follow your vendor’s cabling instructions based on the number of displays connected to the media player.

Activating the Players

Turn on all media players and displays. Next you should run diagnostics and configure the screen resolution.



Verify the network status and content displays without cropping, while adjusting the aspect ratio as needed. Contact your vendor as needed for help with your content display. It's essential to have a laptop available when doing setup. It can also be valuable to have a standard PC keyboard and mouse on hand, in case you need access to diagnostics or settings on the hardware.

Installing Outdoor Digital Menu Boards

Outdoor Digital Menu Technology complements your indoor displays and creates operational efficiencies. It also adds a handful of additional challenges to your installations:

- Purchasing fully weather-proofed enclosures (generally support one to three displays and are built to fit specific displays from partner manufacturers)
- Deciding whether to include pre-sale displays (essential if you often have long lines at the drive-thru)
- Making sure the glass on enclosures can withstand potential vandalism, storms, and wind
- Using brighter displays so they will be visible in direct sun
- Planning the potential inclusion of air conditioning or heating in the enclosure (if located in particularly hot or cold climates)
- Pouring concrete to mount the sign enclosure
- Digging a trench and running conduits for electrical and data cables into the store
- Possible use of a truck crane for some particularly large enclosures
- Planning for speaker installation, video hardware, and order confirmation displays





CREATING BEAUTIFUL, USABLE CONTENT

Architecture That Sells

In this section, we'll discuss tactics that will help you create and deploy content that will optimize the customer menu experience in your store and achieve your goals, such as maximizing profits and improving customer satisfaction.

Your company may already create significant graphic and text assets that can be repurposed to use with Digital Menu Technology. The challenge is coordinating the activities to make this happen. These activities fall into three major areas:

- Strategizing how the menu boards are laid out (what content goes on which menu boards)
- Designing the content, or taking the available concept graphics and text and adding features and treatments to take advantage of this new media channel's unique capabilities
- Building and testing campaigns for deployment across your footprint of restaurants

Strategizing the Board Layouts

Everything that is displayed in your store needs to align with a purpose. Earlier we discussed the common goals that drive companies to adopt Digital Menu Technology, such as:

- Expediting speed of service
- Promoting high-margin, specialty, or easy-to-make items
- Educating customers about your brand
- Enhancing the customer experience

At least one board should be dedicated to running bright, high-definition video or high-resolution pictures to catch the customer's eye. Videos showing close-ups of one of your best-selling menu items are highly effective in whetting appetites and influencing purchasing behavior. Understanding how to optimize content and videos to best showcase your product, how to control the timing of content, how to target specific areas of the boards to create compelling visuals, and how to drive revenue are crucial to achieving your goals.

Another board should highlight the current LTO. This is a key selling feature of Digital Menu Technology and usually includes special pricing and details on the item. It's increasingly important to stay informed on regulatory and compliance requirements that impact menu content and displays. This will help you anticipate deadlines and understand how industry changes and specifications will affect future campaigns, as well as campaigns already underway.



What's Going on the Screen? Preparing for the Digital Menu Technology Design Process

The process of designing your Digital Menu Technology content starts with collecting all the assets and brand information you have to inform the process. Whether you are using an in-house creative team, a team from your digital agency, or one from your Digital Menu Technology provider's team, you will need to have the following content and metadata (information about the content) available to proceed:

- Existing static menu board layouts, preferably with layered working files
- Mood boards (for redesigns that deviate from current static menu board layouts)
- Brand guidelines
- List of top-selling items and/or desired products to highlight
- Prices and calories for all items that will appear
- Daypart menus for all stores
- Customer demographics
- Campaign goals

Who Does the Work?

It may suit your operation to have the same people who design and create the content assets execute the deployment and management of your menu boards. In other cases, it makes sense to separate the execution and operation of campaigns from creative functions and have different teams for each.

If you choose to operate with separate teams, you will need to ensure close coordination between the two groups. Then you can make sure that content from the creative team is delivered to the operations team in formats that easily can be loaded into the Digital Menu Technology platform and run on the media players without additional work.

If you are working with an agency or outside firm, they should help drive asset specifications. For example, you will need to know what file format they support, file size limitations, and other technical requirements. Some creative services might prefer layered files, like those designed in publishing software like Photoshop, Illustrator, or InDesign. Source assets for imagery and video are good to have in higher resolutions so they can be resized if necessary, but optimizing the size of images and video is essential for smooth-running content.

Once the team creating the boards receives the assets and assesses your needs, you should schedule a kickoff meeting to formalize the expectations and deliverables, which will include the number of concepts and boards to be developed.



Creating a Marketing Calendar and Content Strategy

As you plan your campaigns, you should refer to the operating schedule of your restaurants and plan to deploy and maintain your content in accordance with that schedule. Here's a checklist for defining and operating your campaigns:

- What holidays or seasonal promotions are planned?
- What kind of timing, scheduling, and deadline issues are involved? Don't forget to consider the expected frequency of LTOs (e.g. daily, weekly, monthly, every eight weeks, or quarterly).
- Are there seasonal menu items?
- How often does pricing change?
- How are pricing changes handled?
- What temporary changes or overrides are allowed locally?

You will want to plan ahead for language and geographical locations, too. If you need Digital Menu Technology deployed in languages other than English, be sure to document this requirement. Do the other languages influence the design? If so, in what ways? In addition to language, some locations might have regulations like including units of measurement, calorie counts, or fat content.

The Process of Turning Artwork into Digital Menu Technology

The design stage generally begins with the creation of low-fidelity wireframes or a small number of key layouts to establish content hierarchy and the design concept. This incremental approach prevents wasting resources before the concept is approved by all necessary stakeholders.

Once the content is solidified and the concept is approved, the creative team will develop low-fidelity layouts for all of the remaining boards in the campaign. Once feedback and final approvals take place on the static designs, the creative team will move into production on the fully animated, high-fidelity files.

Day-to Day Operations: The Need for a Digital Menu Technology Platform

With the animated assets ready to go, the operations and/or creative teams will assemble the assets, apply them to dayparts, and assign them to displays in your Digital Menu Technology platform. Now that the campaigns have been scheduled and final reviews and approvals have taken place, the deployment should undergo a complete quality assurance process. Then your new Digital Menu Technology is ready to go live!

A variety of CMSs have been used to organize and deploy media (like text, pictures, animations, or video) for websites since the dotcom era of the late 1990s. Before they came into use, programmers had to do all of the work to support the publishing of content.

Today WAND's specialized Digital Menu Technology platform features easy-to-use interfaces that let non-technical people work with digital content. In addition to organizing content and making it easy to publish, the Digital Menu Technology platform manages access and control of content through the use of roles and permissions. It also enables workflow for collaboration and approval among teams working with digital content.

Managing Digital Menu Technology deployments is very difficult without a Digital Menu Technology platform. One of the biggest benefits is the reduction in errors caused by manual and labor-intensive content operations.



Implementing the Digital Menu Technology Platform

No matter what type of operation you oversee, you're bound to encounter challenges such as multiple displays that need to be managed in groups, the need for granular permissions, and the ability to deploy content to numerous displays at the touch of a button. QSR and fast casual restaurants need the Digital Menu Technology platform that is built to support their unique business attributes.

The Digital Menu Technology platform will allow administrators, marketers, and store management to:

- Create campaigns and schedule them for the future
- Easily deploy LTOs and other promotions
- Integrate with point-of-sale systems for transaction information and caloric content
- Easily change prices without changing artwork or graphics
- Add or remove menu items
- Provide local control, with permission, for store management to react to changes in the restaurant (such as temporarily disabling food items that are sold out)

Some companies have tried to use a basic web CMS to work with digital signage, and even with Digital Menu Technology, but there are a number of features necessary for restaurant success that are missing from such systems.

A web CMS and generic signage systems don't have a built-in understanding of the hierarchies of multi-unit restaurant operations, such as the relationship between a concept and a franchisee or groupings of stores.

Another important missing feature is dayparts. A web CMS simply doesn't have the notion of breakfast, lunch, afternoon snack, dinner, and late night. Using valuable menu space for breakfast items long after the kitchen has switched to lunch is a bad idea. With the Digital Menu Technology platform that lets you define your restaurant's dayparts, and what to play for them, you can optimize the content at all times for what you are cooking and what customers want to eat.

Automated Content Scheduling

A store should not have to worry about the Digital Menu Technology platform. It should essentially be on "autopilot" and only require human intervention in certain situations. This may include when new layouts and changes are made, or to handle unforeseen circumstances like running out of caramel syrup for a particularly popular coffee drink, which would require that menu item be temporarily removed from the board.

Workflow and Approvals

Whether you are responsible for creating your own content or are working with the creative resources offered by an agency or Digital Menu Technology provider, creating content involves a certain amount of collaboration.

The process begins with someone describing or providing a vision of what the creative assets need to look like. Then another party produces them according to their best understanding of the vision. If the requester likes what has been created, the assets are approved and the content is on its way to being included in a campaign.



When the campaign is complete, it should also be submitted for approval to be sure the timing and locations are correct. (This process may be completed by a different team than the team that provided the campaign's vision or creative assets.) It is not uncommon for this process to repeat a few times before the final display is exactly as envisioned. Each new iteration in the process may require approval to move forward.

In many cases, different individuals can approve different types of content. Be sure that your Digital Menu Technology solution provides an approval process with the amount of granularity that matches your workflow. Ask about features with names like roles, permissions, approvals, and workflows.



Mobile Apps

It seems everywhere you turn, people have a mobile device in their hands. As you're evaluating Digital Menu Technology, make sure the Digital Menu Technology platform has a mobile app to supplement where, when, and how you can modify the content running in your stores.

The ideal situation is to give an appropriate level of Digital Menu Technology platform control to local managers, so they can react to conditions going on in their businesses. This applies not just to local dayparts, but also to temporary changes to a specific area or set of content on the menu boards.

Having this ability on a mobile app provides another level of control and convenience for store operators. No longer tied to a computer in the back room, having a mobile version of the Digital Menu Technology platform allows authorized operators to make content and pricing changes without leaving the floor. They can make changes while standing in front of the menu and see it appear in real time.

Ensuring Uptime: Managing the Network, Security, Software Updates, Diagnostics, and Repair

Perhaps the most important aspect of installing Digital Menu Technology is uptime. These are tools to drive revenue, and as such, they need to be functioning with the appropriate content on the screen whenever the restaurant is open.

Digital Menu Technology deployments use the internet to deliver content to multiple restaurants in the network. It's important to have a robust internet connection at the site. Some sites even use cellular or satellite data technology to back up content delivery in the case of landline internet outages, or in rural areas where wired service is unavailable.

Using media players that store content and continue to play when the internet goes down is better for content uptime than solutions using streaming services, where the content must be flowing over the network to play.

The security of your menu boards is also a high priority. If you use firewalls on your store network, you'll need

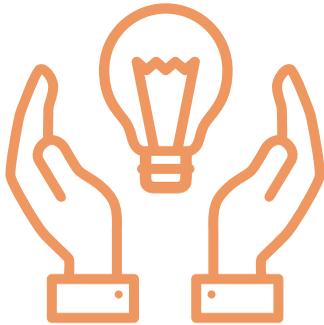


to carefully configure access to the media players so they can function. Media players need to be protected from hacking or denial of service attacks, just like the other computers in your operation. It sounds odd, but displays should also be “locked down.” For example, you want to ensure a person with a remote control can’t turn off your displays or change the input, causing a content outage in the restaurant.

As with all software, updates are regularly made by software developers. The media player—and today’s sophisticated displays—may have software updates to be installed periodically. These should be performed remotely, without any staff intervention. They should also be done during off-hours, so there is no impact on the operation of the boards during business hours. In the case of 24/7/365 restaurants, software updates should be performed one board at a time, during the least busy daypart.

Media players and displays are extremely reliable these days. However, we all know machines do fail on occasion. Working with top vendors, you’ll have access to a variety of support plans for diagnosing and troubleshooting equipment and software. You’ll also have a choice of service plans, including onsite technician visits and advance exchanges for displays and media players.

Redundancy between media players (also known as a failover configuration) is another temporary backup solution for when equipment fails and you are waiting for a technician to arrive, or for an overnight delivery of a replacement display or media player covered by an Advanced Exchange service contract. If a failover-enabled display goes out, the content of that display can still play on the display next to it. If a failover-enabled media player goes out, its neighbor will take over the display it was driving and menu content will continue uninterrupted.



Digital Menu Technology is an Investment Toward the Future of Your Operation



× SUMMARY

For those just beginning their journey into the world of Digital Menu Technology (and even those who are already familiar with it), there is plenty of information to process as you decide the best ways to implement this technology in your restaurants. However, armed with the contents of this guide, you now have the confidence and aptitude to manage your construction projects, install your equipment, ready your content, and operate your new network of Digital Menu Technology in an optimal fashion.

Remember that Digital Menu Technology is an investment toward the future of your operation, and the time, effort, and resources you put in now will pay off. If you follow the best practices outlined in this guide, you will guarantee the maximum value possible from Digital Menu Technology.



BONUS CHECKLISTS

The team at WAND is here to help you realize your success. Please contact us with any questions, concerns, or issues you may have. Best of luck as you move forward with your Digital Menu Technology strategies!

Implementation & Rollout Strategy Checklist

- Define plan timeline
- Construction/renovation
 - New stores
 - Existing stores
 - Remodels/activations
- Ordering lead times documented
- Infrastructure planning
 - Power
 - Cooling
 - Plenum/non-plenum wiring
 - Conduit
 - Mount types
- Contractors defined
 - Electrical
 - Network
 - Hardware
 - Building/construction
 - Video
 - Audio
- Evaluation metrics
 - ROI
 - Speed of service
 - Customer satisfaction
 - Install quality
 - Vendor quality

Market Strategy Checklist

- Define regions
 - Local
 - Market 1
 - Market 2
 - Market 3
- Define countries
- Installation requirements
 - New store only
 - Retrofit option
- Sign-offs needed
 - Owner
 - Contractor

System Evaluation Checklist

- Lab option
 - Number of displays
 - Number of media players
- Testing timeline
- Pilot locations planned
- Localization testing
 - Translation
 - Local items
 - Market-specific planning

Content Strategy Checklist

- Define regions
 - Local
 - Market 1
 - Market 2
 - Market 3
- Define countries
- Objectives
 - Operational efficiency
 - Compliance
 - Drive sales
 - Compete with other brands
- Content formats available
 - Static/graphic logos
 - Product photography
 - Product video
 - Animation (Flash/HTML5)
- Who will drive content creation?
 - Internal
 - Agency
 - Vendor/partner
- Who will manage content?
 - Internal
 - Agency
 - Vendor/partner
- Hardware
 - Displays per store
 - Ceiling/wall mount
 - POP/pre-sale displays
 - Outdoor displays