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## INFORMER ARTICLE SERIES

### Market (Re)Engineered Kiosk Success

By: Mike Berman



Through my continued work in the kiosk sector, I am continually impressed - perhaps even amazed - by the sophisticated design and engineering that goes into building the unit. Kiosk initiatives are typically supported by equally thorough sales, marketing, and support plans, yet a growing number of companies tell us they have not yet realized the expected return on their kiosk investment, nor have they penetrated their market as deeply as they thought they w

In a previous KIOSK magazine article ("Kiosk Implementation: Manage It and They W Stay") I wrote about some of the reasons why success is oftentimes elusive, and offi a blueprint for realizing a kiosk goal through effective implementation. I would like to expand on these initial thoughts by going back to the beginning.

As much as anything else, companies fail to achieve their kiosk goals because they on traditional methods when launching what is certainly a disruptive technology. Eve one could make a case for the value of using historical data and methods, mixing convention with the unconventional is incompatible. What one knows about the way business has been conducted in a given field may be helpful, but it's rather impossit navigate a forward course when looking in the rearview mirror.

We have therefore come to the conclusion that in order to achieve kiosk success, companies must have a more visionary view of their market than they customarily do. Indeed, the traditionalist view of "find the pain and sell to the pain" is contrary to an effective kiosk strategy. This visionary approach is perhaps best depicted in a simple "Value Selling Intersection" graph:

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### Value Selling Intersection



Where pain is a lagging indicator, identifying the target market's (customer) anticipated situation is a leading indicator and far more consistent with a kiosk growth strategy. Companies must therefore be well-versed in where their market is headed; less caught up in where it has been.

This visionary, re-engineered, non-traditionalist view of launching or refining a kiosk initiative requires companies to focus on fundamental business problems and competitive conditions rather than generalized market segments. By solving conditional problems through a kiosk, companies will meet with greater and more lasting success.

There are two entirely appropriate business clichés to consider here:

**"Don't fix what 'ain't broke"**

**"Nothing is as constant as change"**

Our re-engineered market view suggests that attempts to introduce kiosks to an industry lacking compelling, relevant reasons for embracing this disruptive technology are being abandoned or tabled rather than actively pursued. Companies intent on launching a kiosk strategy are wiser to invest first in creating an undeniably broad value intersection than they are investing in fancy kiosk features and functions.

In this regard, stopping a kiosk initiative might better be considered a matter of "not" rather than "no" because at some point the inevitability of change will create a large enough value intersection to instigate rapid and significant results.

Kiosk is disruptive not simply due to the technology, but because it replaces the familiar. We can then introduce a third axiom, "people hate change." Although companies place considerable emphasis on a kiosk's features and functions, far less thought goes into societal aspects of a program. Unfortunately, too many companies pursue adoption; they have spent considerable time and effort to build and place kiosks. Unlike Julius Caesar, the prevailing approach to adoption is more akin to "I came, I saw, and then tried to figure out what to do."

Perhaps one of the reasons why people tend to resist change is because they are accustomed to this imprecise method. Why would anyone want to participate in an experiment of a new generation if it's guaranteed to play out like a grand experiment? Who would trust the

transaction or time to something that did not address an obvious problem with an eq obvious better solution?

We therefore advocate an aggressive plan of action that starts with adoption (in Cae terms "I conquered") in mind. There is a proven process to this, and it's surprisingly to execute as long as an identifiable value intersection exists. Companies that follow process do not have the uneven kiosk experiences reported elsewhere.

**About the Author**

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