



IN PARTNERSHIP WITH



Industry Benchmark





The Self-Service Excellence Inflection Point: How Market Leaders Are Separating from the Pack

Top grocers align operations, customer trust, and data-driven execution to scale self-service.

Self-Service Excellence in Grocery Retail

Self-checkout is no longer an experiment, it’s a strategic battleground. As customer adoption accelerates and operational pressures intensify, the gap between market leaders and laggards is widening. Retailers that master self-service execution are unlocking measurable gains in labor productivity, throughput, and customer satisfaction. Those that don’t are seeing costs rise, shrink increase, and brand trust erode.

This report draws on research across **2,533 shoppers** and **131 retail executives** to explore how leading grocery retailers are building sustainable self-service excellence. It examines:

-  Current adoption, investment, and operational performance trends
-  Key barriers holding retailers back from scale and ROI
-  Strategic imperatives for technology, process, and people alignment
-  Innovations most likely to reshape the self-checkout experience

Our findings reveal an inflection point: Excellence delivers outsized rewards, but mediocrity destroys value. The next 18–24 months will define market winners and lock in competitive positions for years to come.

80%

of executives expect over **40% of transactions** to be self-service within three years, **up from 30% today**, reflecting a **~10% CAGR**






All data in this report is from the “2025 Self-Service Excellence in Grocery Retail” survey. Detailed survey methodology, industries covered, and respondent firmographics are available [at the end of the report](#).

The Strategy-Execution Gap Is Reshaping Grocery Self-Service Leadership

Self-service in U.S. grocery has shifted from a cost-saving option to a core driver of customer experience, operational efficiency, and competitive positioning. But capability maturity varies sharply. Retailers with fully integrated systems, trained associates, and a measurement mindset are pulling away from the rest, creating a widening performance gap.

What separates leaders from laggards

-  **Scaling ahead of readiness:** Many retailers expand self-service before mastering operational discipline, leaving critical gaps in customer experience.
-  **Integration as a force multiplier:** When systems, data, and staff workflows connect seamlessly, self-service performance accelerates exponentially.
-  **Excellence through alignment:** Leaders unify measurement, training, and continuous refinement into a cohesive, long-term strategy.

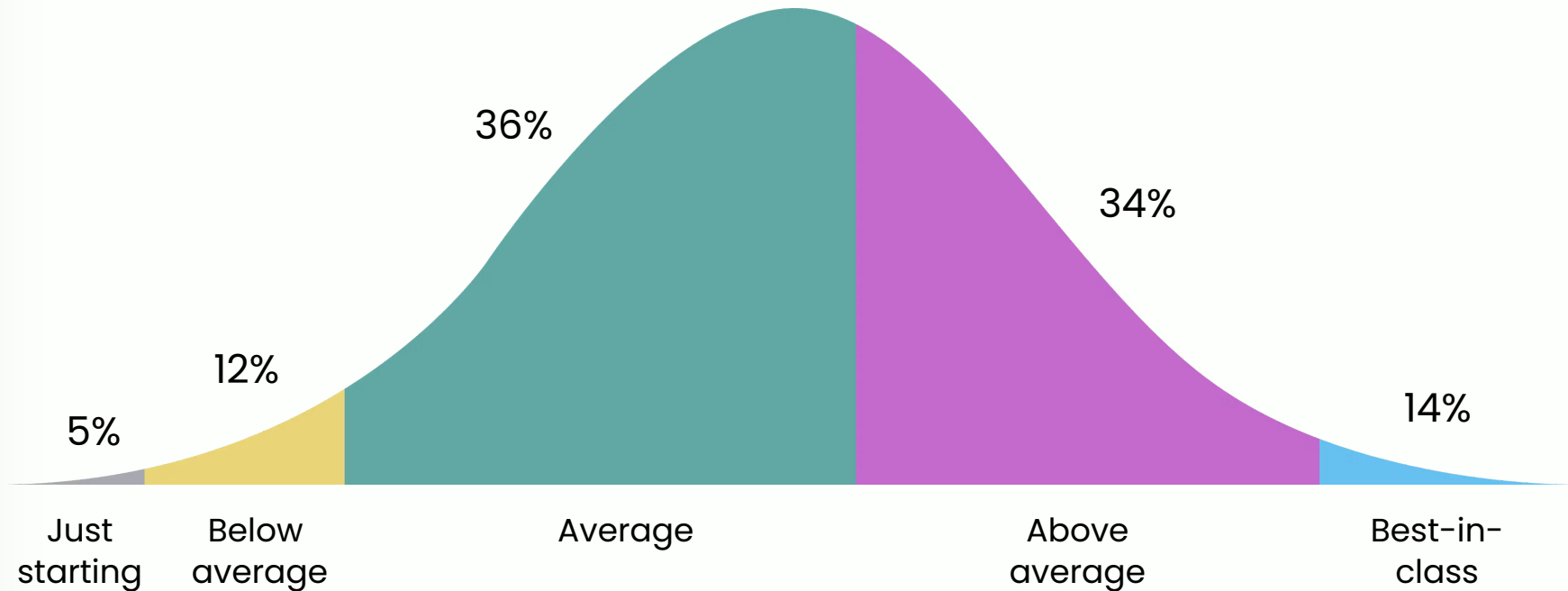
The gap between strategy and execution is widening. Those who align operational excellence with customer trust will set the standard others chase.

80%

of retailers rank self-service among their top three or a high priority.




Distribution of retailers by self-service capability maturity




Shopper Demand is Universal. Experiences Are Not.

Shoppers across segments have embraced self-checkout, but adoption is nuanced. While young, digital-native consumers are habitual users, older and high-value segments are still underserved. Behavior patterns show that customers are adjusting themselves to system limitations instead of systems flexing to diverse shopper needs. Retailer strategies must adapt and not exclude the demographic realities.

What shoppers want vs. what they get

 **Demand is universal not uniform:** From digital natives to older demographics, shoppers are ready, but readiness looks different. Leading retailers tune self-checkout strategies by age, basket size, and store format.

 **Design for context, not convenience:** What works in suburban big-box stores may fail in urban formats. Retailers who ignore context dilute experience quality and reduce throughput.

 **Trust and flexibility trump novelty:** Leaders unify measurement, training, and continuous refinement into a cohesive, long-term strategy.

Self-checkout spans all ages, yet older shoppers need support. Inclusive design drives the next wave of adoption.

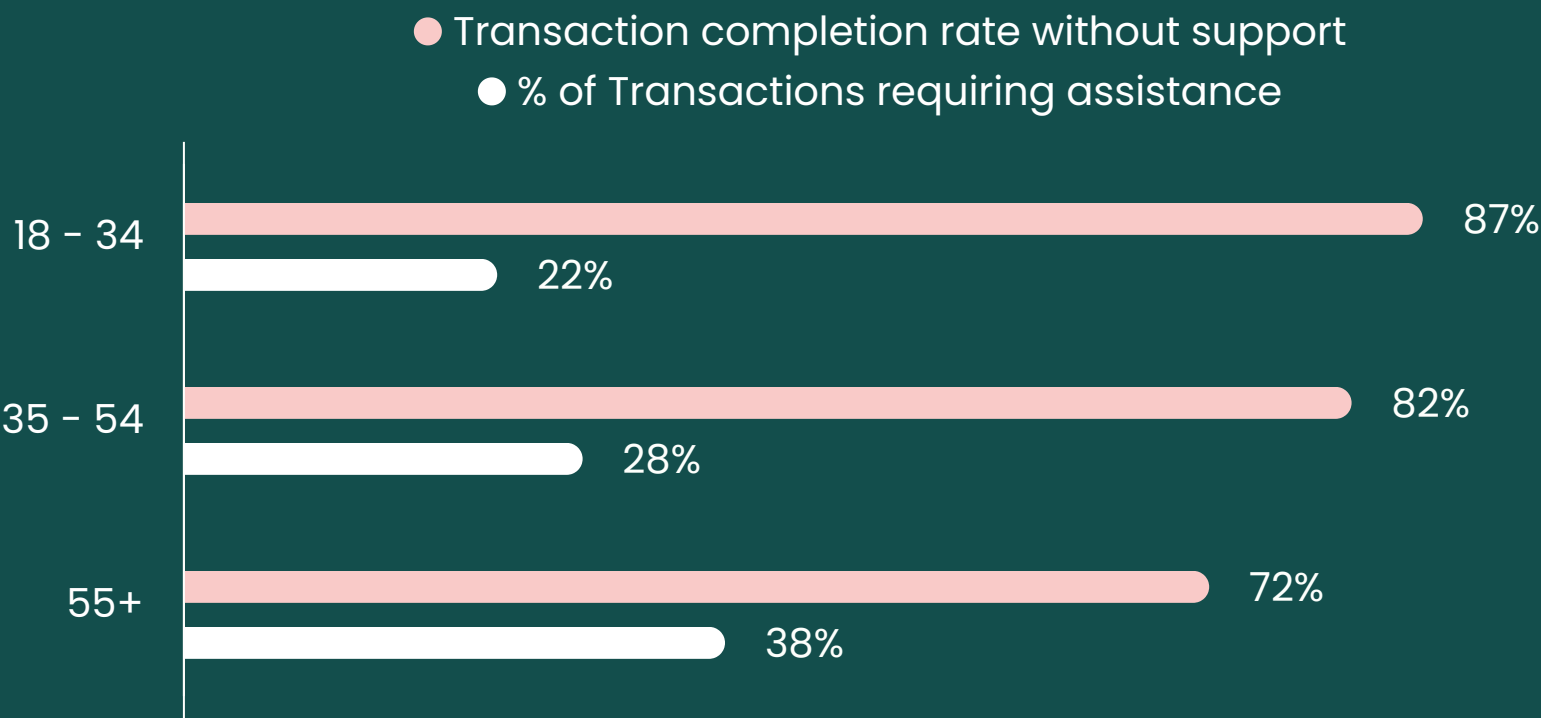
Consumer view

100%

of shoppers across age groups have used self-checkout, but experience varies






Age-based performance gaps



Shopper Behavior Reveals the Hidden Constraints Limiting Scale

Self-service appears successful but hides critical limits. Shoppers adapt to system constraints, avoiding complex purchases or keeping baskets small. These habits mask friction that can slow growth. Age and tech comfort widen the gap, making adoption uneven. Closing this gap is key to scaling self-service.

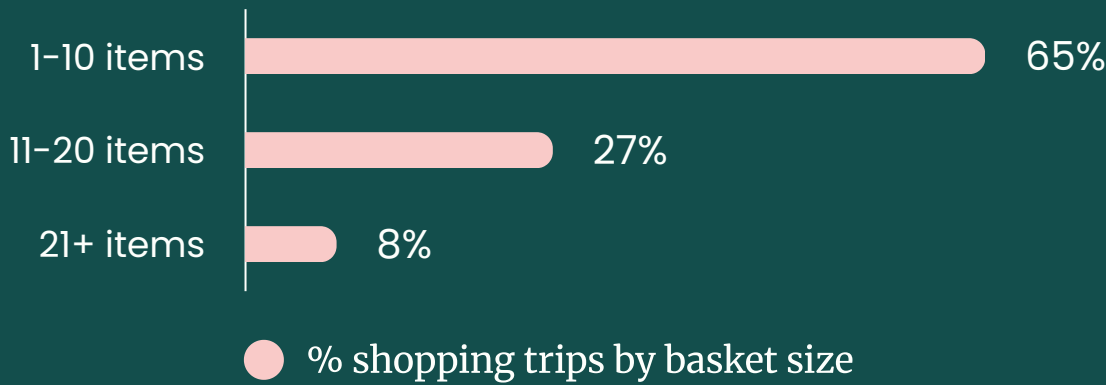
Key friction points slowing adoption

-  **Small-basket bias:** Most shoppers use self-service only for quick, light trips, a pattern driven more by system limitations than preference.
-  **Complexity avoidance:** Tasks like produce weighing, coupon redemption, or mixed-payment transactions often push customers back to staffed lanes.
-  **Demographic divide:** Older and less tech-confident shoppers are less likely to use self-service regularly, limiting broader adoption potential.

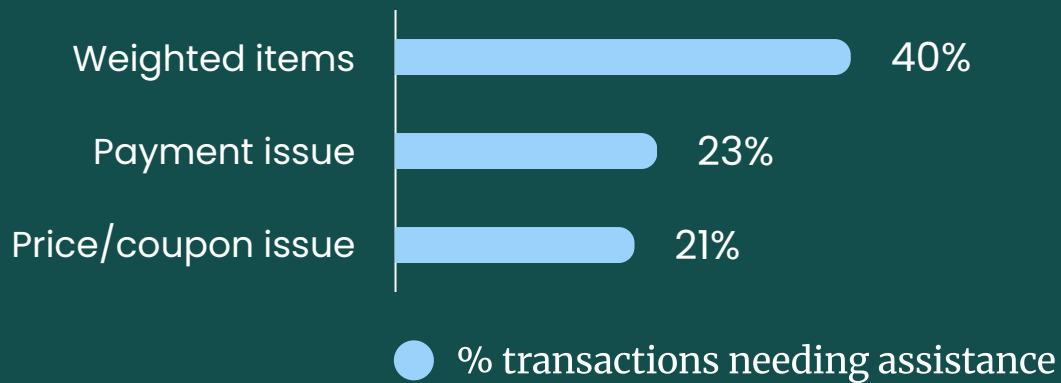
Unlocking the next wave of self-service growth means redesigning systems for every shopper and every trip type, not just the easiest transactions. By removing these structural barriers, retailers can turn casual users into committed adopters.

Consumer view

Self-checkout trips by basket size



% complex tasks triggering staff intervention






Shopper confidence level: "Much more" vs. "First use" by age



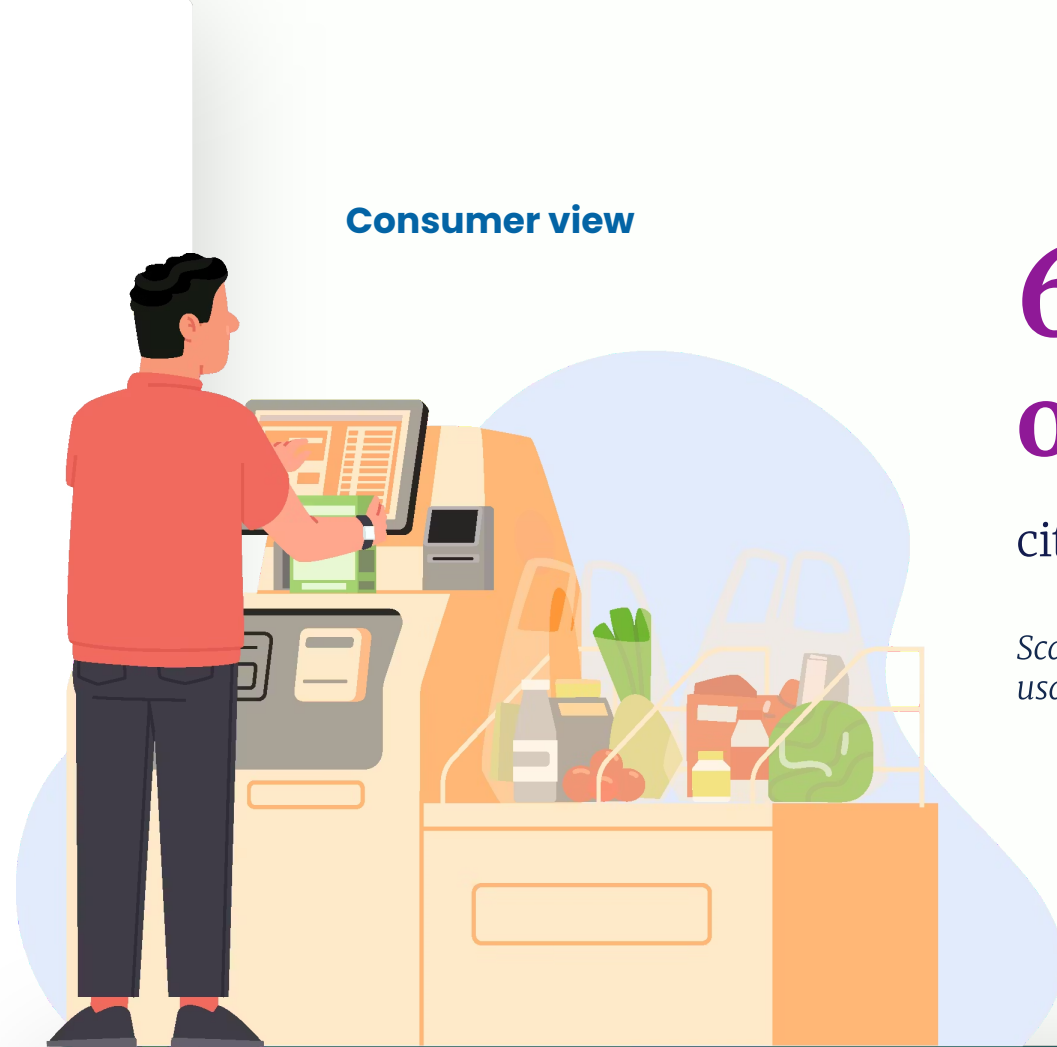
Technology Adoption Patterns Reveal Innovation-Investment Misalignment

Retailers are investing in advanced self-service features, but fundamentals are being overlooked. While biometric and voice-enabled checkout capture attention, issues like scanner accuracy and product identification, which drive most shopper friction, remain under-addressed. This misalignment slows adoption, weakens ROI, and frustrates staff.

What retailers need to do now

-  **Reliable scanning:** Accuracy and speed must be improved to eliminate the top source of shopper frustration.
-  **Smarter product ID:** Automated recognition and better error resolution can reduce mis-scans, shrink, and staff intervention.
-  **Demand-driven features:** Investment must align with shopper demand, prioritizing core usability over novelty.

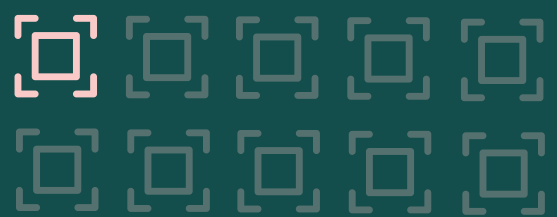
Fixing fundamentals like scanning and product ID will deliver stronger adoption and ROI than chasing low-use innovations. Retailers that address these basics first will build shopper trust and lay the foundation for sustainable innovation.



65% of shoppers

cite scanner issues as the top delay driver.

Scanner reliability remains the #1 barrier to smooth self-checkout usage. Fixing this is foundational, not optional.



Only 11% of shoppers have used biometric checkout

Despite investment hype, actual shopper usage is low. Funds may be better allocated to fixing friction first.



Only 15% have access to automatic product ID, yet 51% want it.


This is a high-impact feature that bridges usability and innovation. It remains under-deployed despite demand.

Integration Architecture, Not Feature Proliferation, Drives Performance

Superior self-service performance is built on how well systems work together, not how many features are deployed. Retailers with seamless integration across self-service, loyalty, inventory, and POS systems deliver smoother, faster experiences and higher customer satisfaction.

Weak integration creates hidden friction that no amount of front-end innovation can mask. Over time, these gaps erode shopper trust, slow adoption, and make scaling far more expensive.

Key enablers of integration excellence:

 **Real-time data sync:** Ensure loyalty, inventory, and pricing remain accurate and aligned across all systems, eliminating customer-facing delays.

 **Robust APIs:** Reduce fragility, avoid downtime, and eliminate the need for costly custom development to maintain integrations.

 **Unified shopper identity:** Recognize customers consistently across every touchpoint, enabling personalized and seamless journeys.

Seamless integration transforms self-service into a connected advantage, driving smoother operations and higher satisfaction.

Retailer view

Only

38%

of retailers are highly satisfied with technology integration across self-service and store systems.



Current state of technological integration at self-checkout



● Which technologies are integrated into your self-service solution?

The Measurement Sophistication Gap Undermines Strategic Decision-Making

Strategic commitment to self-service is high, but without precise measurement, even the boldest initiatives can be steered off course. Many retailers make major investments guided by incomplete or unreliable KPIs, creating a silent drag on performance.

Closing the measurement confidence gap



Track self-service KPIs discretely: Measure satisfaction, shrink, and labor productivity for self-checkout independently from staffed checkout to avoid diluted insights.



Standardize measurement methodologies: Use consistent definitions and calculation methods across locations to ensure data is comparable and actionable.

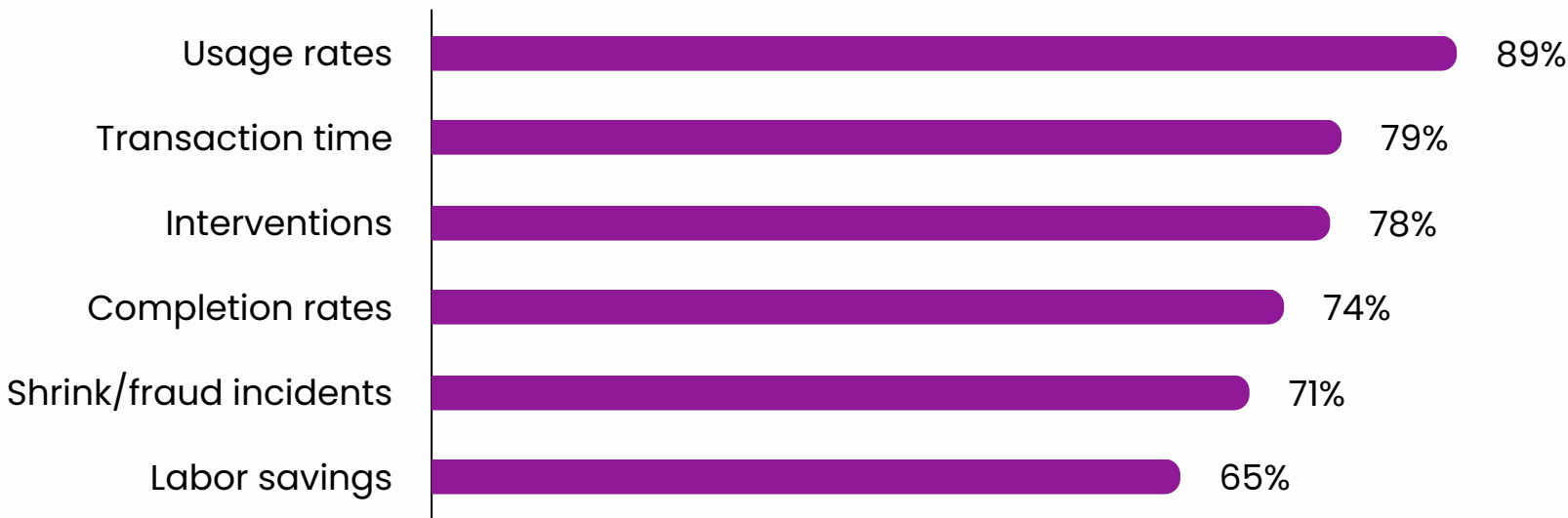


Link KPIs to business outcomes: Correlate operational metrics with financial results, loyalty indicators, and conversion trends to ensure relevance.

Retailers who track self-service with precision not only uncover hidden risks but also build the clarity needed to scale with confidence. Measurement excellence is the foundation for self-service success.

Retailer view

Key KPIs tracked and adoption gap



60%

retailers cite shrink as the primary challenge with SCO



Yet only 31%

track SCO shrink distinctly from POS shrink through transaction exception reporting, weighted-item audits, and video analytics.



Only 25%




of retailers have high confidence in their self-service KPI data, yet most are making strategic decisions based on it.

Operational Excellence Separates Market Leaders from Technology Followers

Unfortunately, some retailers treat self-service deployment as a technology rollout rather than an operational transformation. But the most successful programs are defined by their execution discipline, not their feature set.

Leaders maintain near-perfect uptime, empower associates to resolve issues on the spot, and design staffing models that optimize both coverage and capability. Poorly supported systems erode both customer trust and employee morale, creating a slow bleed on adoption and ROI.

Pillars of operational excellence

-  **Empowered and equipped teams:** Train and authorize associates to resolve most self-service issues independently and confidently.
-  **Smart staffing and maintenance:** Balance lane coverage with proactive upkeep to sustain uptime and reduce customer disruption.
-  **Performance and morale tracking:** Monitor operational metrics and frontline sentiment to sustain quality and engagement.

Operational excellence ensures self-service runs smoothly at scale, turning every checkout into a trust-building moment for customers.

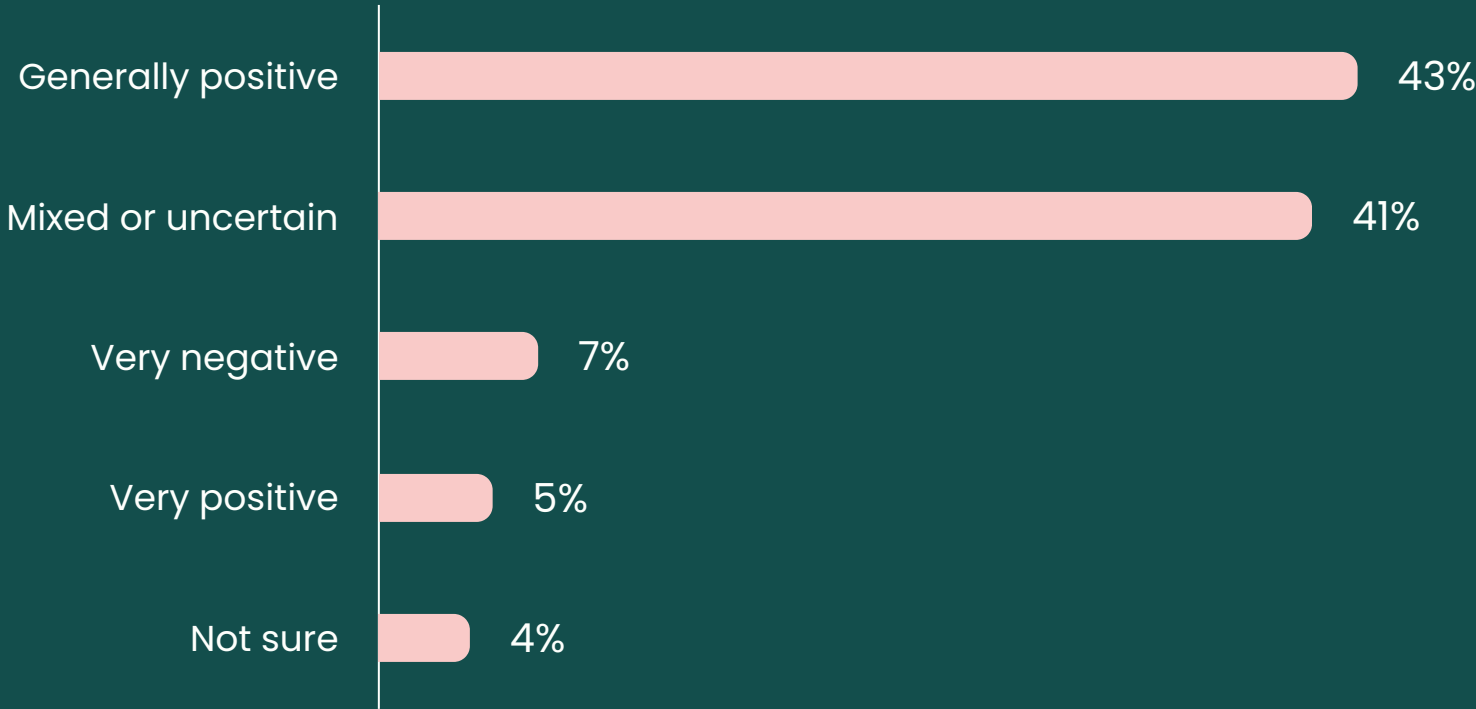
Retailer view

47%

of retailers assign one associate to manage 4 or more lanes during peak hours, creating a lean model that can strain staff and impact customer service.



Morale of staff manning self-checkout



Market Timing Creates Urgency Around Strategic Positioning

The self-service market has entered a decisive window where technology readiness, economic pressures, and customer behavior are aligning to create an unprecedented opportunity for competitive differentiation. But this window is not open indefinitely, as first movers are already consolidating advantages that will be difficult for late entrants to match.

Why now is the moment to maximize the benefits of self-service



Falling cost barriers: Advanced technology like computer vision is now significantly more affordable, removing a major financial hurdle to scaling.



Automation as necessity: Persistent labor shortages make automation a core requirement for consistent service and operational efficiency.



Mature market readiness: Proven AI/ML tools, predictive optimization, and improving integration mean scaling is now operationally viable.

Early leaders are locking in self-service advantages that fuel a cycle of higher adoption, stronger productivity, and reinvestment. Late movers risk entering a market where customer loyalty and operational gains are already entrenched.





Winner dynamics

The self-service market is becoming winner-take-most, with early leaders compounding advantages while late movers face increasingly steep catch-up costs.

Three Distinct Strategic Approaches Are Creating Market Stratification

Our analysis reveals that retailers are consolidating into three distinct categories based on their approach to self-service excellence:

 **Platform builders (15%):** Treat self-service as integrated ecosystem requiring customer development, operational excellence, and measurement sophistication. Focus on expanding who can successfully use self-service rather than accepting current limitations. Achieve compounding competitive advantages through superior execution.

 **Feature deployers (70%):** Focus on technology implementation without systematic attention to customer experience optimization or operational integration. Accept customer friction as inevitable rather than solvable. Make incremental improvements without addressing architectural limitations.

 **Transformation resisters (15%):** Either fight the transition or execute so poorly that self-service becomes a customer dissatisfier rather than competitive advantage. Risk market position erosion as customers migrate to superior experiences.

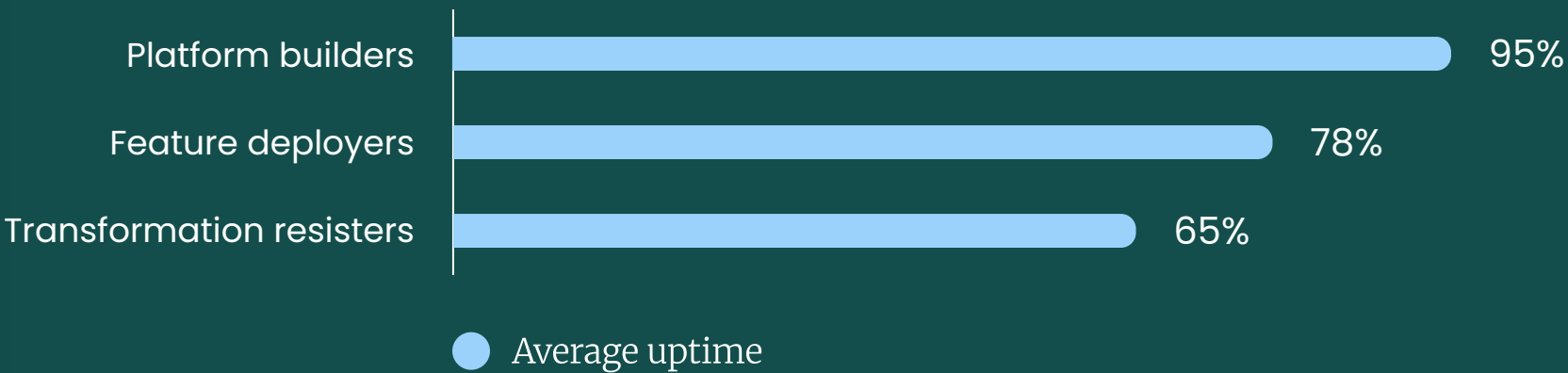
The performance gaps between these categories are widening, not narrowing, as platform builders leverage superior customer development and operational integration to compound their advantages.

Retailers' performance comparison

Customer satisfaction



Average self-checkout system uptime (availability)



ROI achievement rates






The ROI Reality: Excellence Requires Alignment Across People, Process, and Technology

Retailers are investing heavily in self-checkout (SCO) to improve margins and reduce labor costs, but ROI is not just a function of technology deployment. It is the result of precision execution across **people, process, and technology**.

Too often, retailers focus on rollout speed or new features, while neglecting foundational enablers like shrink visibility, associate readiness, or process controls. Our data shows that without systemic alignment, SCO fails to deliver expected productivity, adoption, and shrink benefits.

Three interdependent ROI levers

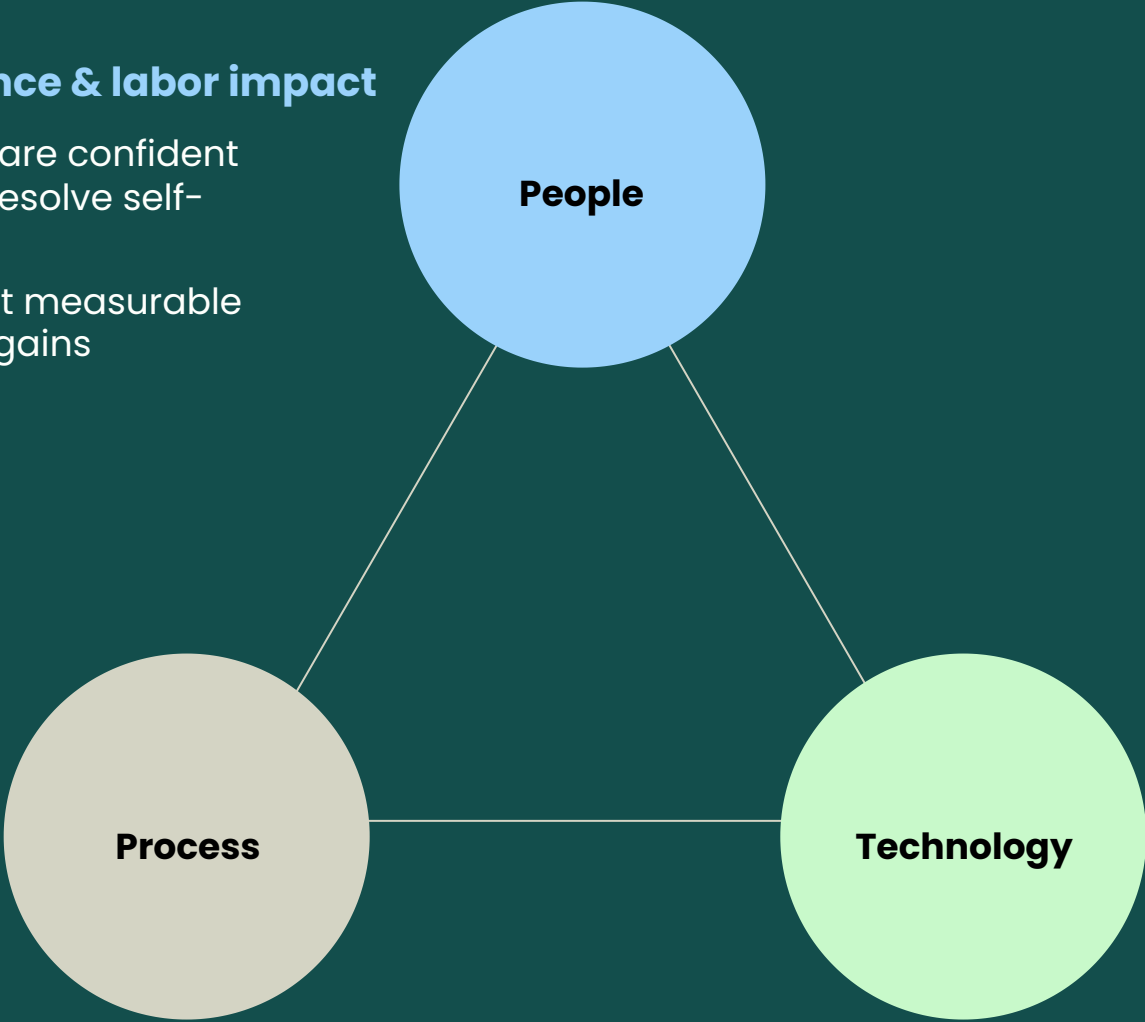
-  **People:** Associate capability, confidence, and morale define customer experience at the point of need.
-  **Process:** Shrink prevention, escalation protocols, and layout design must evolve with scale.
-  **Technology:** Integration with store systems ensures data visibility and automation drives throughput gains.

Most retailers excel in only one dimension, creating performance gaps. Tech leaders focus on systems, business leaders on processes, but few align all three systematically.

The alignment challenge: Three interdependent ROI levers

Associate confidence & labor impact

- **Only 47%** retailers are confident in staff's ability to resolve self-service issues
- **33%** retailers report measurable labor productivity gains



Staff & escalation management

- **47%** assign 1 associate to manage 4+ lanes during peak hours
- **20%** cite staff support as top operational challenge

Integration & system performance

- Only **38%** satisfied with SCO tech integration
- Only **26%** achieve 90-100% system uptime

The Strategic Imperative: Platform Thinking Over Point Solutions

Self-checkout excellence isn't achieved through technology alone; it's the result of strategic choices that align people, processes, and platforms. Retailers that focus on the right priorities now will set performance benchmarks that others struggle to match.

Strategic priorities for lasting advantage



Unite around platforms, not points → Replace fragmented tools with an integrated ecosystem connecting loyalty, inventory, and POS for stability, scalability, and innovation-readiness.



Design for every shopper → Build experiences that work for all customer segments, combining intuitive interfaces with inclusivity in design.



Measure to lead, not just report → Use advanced analytics to link cause and effect, guiding decisions that drive sustained operational and customer outcomes.

The next 18 to 24 months will define market leaders. Those who invest early in platform thinking, inclusive design, and data-driven decision-making will capture lasting competitive advantage, while others are left competing on commoditized terms.

Charting the Path to Self-Checkout Excellence



Design for every shopper



Fix integration before scaling



Measure to optimize, not report



Build cross-functional readiness



Invest early to lead later

Ready to turn insight into action?

Diebold Nixdorf empowers retailers to move from fragmented self-checkout solutions to cohesive, platform-level ecosystems delivering seamless experiences, operational excellence, and sustainable market advantage.



Survey Firmographics

Incisiv conducted a Computer Aided Telephonic Interview (CATI) survey of **131** retail executives in the **USA**. The study was conducted in **June–July 2025**.

Respondents by Role

Store operations or customer experience	30%
Digital or omnichannel initiatives	20%
Technology or innovation leadership	21%
Self-checkout or automation strategy	20%
Loss or shrink prevention	9%

Respondents by Retail Format

Premium supermarket	40%
Discount or value chain	15%
Mass merchant	32%
Local or regional chain	13%

Respondents by Self-Service Adoption Stage

Self-service options in-store	83%
Piloting in select stores	17%

Respondents by Self-Service Deployment Stage

Commenced piloting	14%
Early rollout	24%
Established and stable	41%
Optimized and evolving	21%

Survey Demographics

Incisiv conducted an online survey of **2,533** shoppers in the **USA**. The study was conducted in **June–July 2025**.

Shoppers by Age Band

18–24	9%
25–34	21%
35–44	22%
45–54	19%
55–64	17%
65+	12%

Shoppers by Gender

Female	55%
Male	45%

Shoppers' Preferred Grocery Format

Premium supermarket	40%
National grocery chain	30%
Discount or value chain	15%
Drug store	10%
Local independent store/business	5%

Shoppers' Preferred Grocery Purchase Method

In-store with staffed checkout	45%
In-store with self-checkout	43%
Online pickup	7%
Online delivery	5%

IN PARTNERSHIP WITH



Incisiv is a peer-to-peer executive network and industry insights firm for consumer industry executives navigating digital disruption.

Incisiv offers curated executive learning, digital maturity benchmarks, and prescriptive transformation insights to clients across the consumer and technology industry spectrum.

incisiv.com



Diebold Nixdorf (NYSE: DBD), Incorporated automates, digitizes and transforms the way people bank and shop. As a partner to the majority of the world's top 100 financial institutions and top 25 global retailers, our integrated solutions connect digital and physical channels conveniently, securely and efficiently for millions of consumers each day. The company has a presence in more than 100 countries with approximately 21,000 employees worldwide.

dieboldnixdorf.com