Presented to Prof. Sumin Song
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VENDOR RECOMMENDATION

Canal Lounge

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Executive Summary

Canal Lounge, a unique floating bar on the Lachine Canal, has a time-consuming and manual process of tracking inventory that has caused increases in labor costs, food costs, decreases in productivity and an overall impact on the bottom-line. We have proposed the solution to this problem as the implementation of a Software-as-a-Service, specifically an Inventory Management System. This system will allow for the tracking and storage of information to alleviate the need for manual records.

This report provides a comprehensive assessment of the solution that will meet the client's needs. Through the requirements given by the owner, we have decided to choose TouchBistro as the vendor for Canal Lounge. The report contains a detailed description and justification of all mandatory and desirable criteria that the solution should meet, along with an explanation and justification of the weight of each criterion in the assessment. A specific scoring scheme is defined for each criterion, and a decision grid is provided to facilitate the client's understanding.

The report assesses each vendor alternative against each desirable criterion, including Total Cost of Ownership (TCO) calculations over a 5-year period. The analysis culminates in a justified recommendation to the client.

In addition to the recommendation, the report outlines the specific clauses that the client should be aware of prior to signing the contract and their implications for the client. A privacy plan is also presented, which is clearly explained to the client.

The report provides a suggested implementation plan, including a deployment plan, change management plan, communication plan, and training plan. We believe that with this information, Canal Lounge will be able to solve their problem, and focus on bigger and better things.

1.0 Client Background

Our client Bernard Roach is the owner of the Canal Lounge, a unique bar and dining experience located on a boat in Montreal. The business has a long history of success and a loyal customer base. The industry structure for the Canal Lounge is the bar and dining industry, and its mission is to provide a one-of-a-kind experience for customers through its unique location and atmosphere, formal setting, and unique cocktails.

Bernard is a first-time business owner and sole proprietor of the Canal Lounge. The business has been in existence for several years prior to Bernard's purchase, and he has successfully managed it for one season. The competitive environment for the Canal Lounge is somewhat limited due to its unique location, but there are still other bar and dining experiences in the area that the Canal Lounge must compete with. However, it is clear that its unique selling point sets it apart and allows it to hold a strong position in the market. To give a clearer picture of the competitive environment we have included the Porter's Five Forces Analysis in Appendix 1.

Bernard's business strategy is to maintain the success of the Canal Lounge while making it more efficient. This will likely involve analyzing and improving processes and systems to increase productivity and profitability. Bernard's background in IT will be valuable in implementing an effective IT strategy and governance for the business. He has a solid understanding of technology and its potential to improve operations and help the business reach its goals.

Considering the size of the boat, there can only be a maximum 35 customers at a time. This translates to modest revenue over the 5 months that the company is operational. This is one reason why the owner takes on many of the business tasks on his own, he does not want to increase his expenses too much.

In regards to staff, the company has anywhere from 6-8 employees for the season which includes waiters, bartenders and washers. There is no staff dedicated to IT or overall strategy for the company other than the owner himself. Roach sees the benefit of a functional inventory management system and is prepared to make such an investment.

2.0 Current IT

The Canal Lounge is a unique dining experience located on a boat in Montreal, and its owner, Bernard Roach, recognizes the importance of technology in the day-to-day operations of the business. At present, the only software and hardware used specifically for the business operations is Cluster Point of Sale (POS) System. This system is used by waitstaff on iPads to take customer orders and transmit those orders to the kitchen. The Cluster software is downloaded on the iPads, or sometimes mobile devices, which can be used by anyone on staff.

Since the company operates on an actual boat, they do not have the typical internet set up. Up until this point, the owner did not feel it necessary to install a modem on the boat. Considering they do not have access to an ethernet connection, he would have needed to implement a modem with a SIM (Subscriber Identity Module) to get reliable WiFi.

Included in the POS system is the cash register terminal which is where the actual customer transactions take place. The company has all the screens and receipt prints they need to keep the system running as intended, but they do not have computers that are enabled for administrative work.

Instead, most of the work gets done off site (at the owner's home), or on mobile/tables. Since the company is still relatively small, and it is only their first year with Roach, he is doing all of his administrative work on Excel.

The company does not have any dedicated IT personnel, instead Roach, a former software developer, has taken on that mantle. The company has a rudimentary website, and a dedicated email address that the owner monitors. But other than that, there is no complicated information system. If there is a problem with the current POS software, the owner or one of the employees would need to call Cluster's support line to get it resolved.

3.0 Business Processes and Functions

As previously mentioned, Canal Lounge is a small operation at the moment. Human resources, accounting, IT and any other "typical" business team falls on the shoulders of the owner. He manages all of these functions through either pen and paper or excel

spreadsheets. Ofcourse, there are certain tasks he does not have the skills for on his own (such as filing his year end income taxes), so he does occasionally hire outside consultants. But for the most part he is running all the business processes.

HR related tasks include the hiring of new staff, payroll and training. Accounting includes balancing the books at the end of the day, paying vendors and taxes. IT involves trouble-shooting the very limited IT systems that the company uses. Overall it is not a complicated process, but still one that eats away at Roach's time and energy.

There are two main subsystems that were analyzed during the information systems analysis class. The inventory tracking and resupplying comprised one of the subsystems, as well as the employee payroll and scheduling formed the other subsystem. It is important to note that the focus of this project is on the inventory system and the scope is emphasized on this subsystem. However, business functions and processes of the employee payroll and scheduling will be briefly covered but are unincluded in the scope of this project.

3.1 Employee Payroll/Scheduling Subsystem

The current processes involved in employee scheduling are simple and manual in nature. Communication between the owner and his staff establishes the weekly schedule. He asks his employees about their availability for the coming week, once the hours are agreed upon between both parties, the owner notes the schedule on Google calendar. When an employee comes into work, there is no punch in the system meaning that the owner tracks the hours worked for each employee in memory. Next, in terms of payroll, based on the hours the owner kept in mind over the week, he compares those hours with the schedule that was initially kept on Google Calendar. If everything corresponds, he sends the hours to an accountant who prepares payroll.

3.2 Inventory Tracking/Resupply Subsystem

The scope of this project focuses on the inventory tracking and resupply sub-system as mentioned above. The first trigger in this system is when a waiter inputs an order in the POS system, the order items are captured and are listed in a daily report. At the end of the working day, the owner prints out the daily report which covers all of the sales. Based on the daily products sold, the owner manually reduces his inventory levels accordingly. His

inventory numbers are kept separately from his POS system and are tracked using an excel file located on his personal laptop. This process is repeated after each workday to keep inventory levels updated.

Next, in order to resupply stock levels, the owner verifies his inventory excel file periodically to determine which products are in need of replenishment. The owner then sends a purchase order to suppliers. Once the owner receives the stock, he manually increases the inventory levels in the excel file for all products that are being resupplied.

3.3 Scope of the Project

All of the above-mentioned processes and functions of the inventory tracking and resupply system are included in the scope of the project. The recommended solution should effectively centralize these processes and functions into one location. The aim of this project is to determine the most suitable procurement method that yields optimal outcomes based on the inventory system's processes and functions. From the first step of order input by the waiter to the manual inventory increase when resupplying, all of these processes are taken into account in the recommended sourcing options.

We will not be including any functions that involve the tracking or transferring of payments. While this is an important part of inventory management, it will not be included in our scope. This means that, while we will ensure that the solution can track and maintain information on suppliers, it will not have access to the payments made to them. It will however include the cost of items/ingredients, which will be used for reporting and analytic purposes in the future.

4.0 Main Business Problem

We have observed that the owner is spending an excess amount of time on manually counting items in his inventory. Furthermore, the company often runs into "stock-outs", where they run out of a product without warning, or "over-stock" where they accidently purchase too much of a product. These symptoms lead us to the problem at the heart of it. The main business problem can be described as a time-consuming, manual inventory management process. The system is not producing accurate, timely, or relevant outputs,

leading to a significant waste of the owner's valuable time and resources. The current methods being used by the owner are very common among newly developed business owners. While the business operations remain small, keeping track of everything themselves through pen and paper gives a sense of control and management, but as the business grows and more responsibilities begin to accumulate, this system quickly becomes overwhelming and disorganized.

The root cause of this problem is the reliance on a manual system for inventory management. This method is time-consuming and prone to human error, which results in inaccurate data. Additionally, manual tracking does not allow for real-time updates, making it difficult for the owner to make informed decisions about inventory levels and product availability. The lack of an automated system that tracks inventory has caused a tremendous waste of resources and is capping the potential of the business.

The consequences of this ineffective use of the owner's time include increased labor costs, decreased productivity, and reduced competitiveness in the market. The owner is struggling to accurately track inventory levels, leading to stock shortages or overstocking, which can negatively impact customer satisfaction. Additionally, the time spent having to watch over all these components of the business, is time that could be better allocated in other areas of the company with potential for growth, such as marketing. The inability to quickly access accurate, real-time data can also make it difficult to respond to changes in demand and make informed decisions about purchasing and pricing. Over time, the manual system may become unsustainable, making it difficult for the owner to effectively manage their business as it grows.

In summary, the lack of an automated system for tracking the business inventory and notifying the owner of low stock has caused a lot of wasted potential and resources which in turn, limits the growth of the business in the long term as well as causing a lot of stress for the owner.

5.0 Functional & Non-Functional Requirements

Prior to analyzing the sourcing options available to Canal Lounge, we must first consider the requirements of the system we will recommend. To do so we have considered both functional and non-functional requirements.

Functional requirements describe what the system should do. These requirements are decided by the stakeholders, and they are usually mandatory for the system. Non-functional requirements on the other hand describe how the system should do things. Non-functional requirements are not necessarily considered mandatory but greatly affect the experience and quality of the results. Both functional and non-functional requirements are important to consider when implementing a solution (Schmitt, 2022). Since the system to be put in place for inventory management will be used by both the owner and the employees, we have considered requirements for the different user types.

5.1 Functional Requirements

For the functional requirements of the system, we have generated a list based both our analysis of Canal Lounge as well as the input of the owner. The company has a need to improve their inventory management system so that they can address the problems that they are facing. Our goal is to find an option that can address all the requirements and expectations put in place by the company. For additional details on each requirement please refer to Appendix 5.

5.1.1 Requirement 1: Track Inventory

The most basic and fundamental requirement of the system is that it must track and maintain information on inventory. The system must have a database where all the products that Canal Lounge uses can be accessed with their amounts and other pertinent information (such as suppliers, details, reorder levels and prices).

5.1.2 Requirement 2: Automation of Notifications

The owner wants a system that will generate automatic notification when a product is low in stock. This information should be accessible in real-time, meaning that as soon as information is relayed in the system such as an order or a delivery of products, the system updates instantly (or close to). This will ensure that the users always have the most up to

date and correct information for when they need to make decisions. It will greatly improve efficiency and accuracy as there will be no need for guessing, estimating or having to manually count.

5.1.3 Requirement 3: Centralized Database

The system should act as the ultimate source of truth and be able to store all the information regarding inventory and any auxiliary information such as supplier information, SKU number etc. The system should be able to catalog supplier information, product information, amounts on hand, a history of orders and other information as it pertains to inventory management. This system must act as a centralized database for all information so it can be accessed and updated more easily. The users should not need to track information through multiple platforms as everything will be centralized in this program.

5.2 Non-functional Requirements

The non-functional requirements of the system are what makes it desirable. There are many specifications that both the owner and we have outlined below, but a more exhaustive list can be found in appendix 2.0. These requirements will help to ensure that the system chosen fits with the business culture as well as its governance.

5.2.1 Requirement 1: Accuracy of Data and Reliability

The system is only as good as how reliable it is. The goal of the inventory management system is to take the burden off the shoulders of the owner to maximize efficiency. We cannot do this if the information in the system is corrupted or not correct. We need a system that will minimize human error, which means we do not want to have a process that involves inputting the same information in multiple places. Furthermore, the login coded in the system must be accurate. For example, if a product has 3 units available and the company sells 1, the system should be showing 2 units not 4.

5.2.2 Requirement 2: User Interface

The user interface should be user friendly and intuitive. The owner does not want to implement a complicated system that will cause delays, or mistakes when used by either

himself or the other employees. Furthermore, an unpleasant user experience could cause pushback from staff and make the change management more difficult. This is why the simplicity and functionality of the UI is desirable.

5.2.3 Requirement 3: Accessibility

Another requirement of the owner is the accessibility of the system. The system should be accessible through different devices as well as in different locations. This means that the system should work on mobile, desktop and tablets and the users should be able to access the system either from the office or at home. Furthermore, the information cannot be inaccessible due to outages for a reasonable amount of time.

5.2.4 Requirement 4: Scalability

The system should be scalable. As mentioned, this is the owner's first year owning the Canal Lounge, however, the goal is to grow the business over time. The system that is put in place must be able to handle the current capacity of users, data and transactions, but it should also be able to scale up as the business grows. An increase in any of these factors should not cause the system to deteriorate and all the requirements should continue to perform as expected. Finally, scalability should be both up and down. Since the company is seasonal, the owner would like the ability to reduce the number of users when it is not needed.

5.2.5 Requirement 5: Performance

An important non-functional requirement of the system is performance. The speed, responsiveness and utilization of the program should be in line with the market trends at the moment. That means that the system should not have any lags when computing or accessing data, it should not require massive amounts of CPU or RAM to run, and it should respond quickly to user requests. This requirement will also impact the user experience and therefore should be highly considered.

5.3 Budget

Canal Lounge is not looking to invest a heavy amount into their inventory management system. The company was recently purchased by the current owner, and the focus at the moment is on maintaining and increasing their business. The inventory management

system will be a tool that will allow them to perform more efficiently and eliminate wasted products, time and money.

That being said, the owner does not have the budget to make a large up-front payment for a system and would prefer that the cost is distributed overtime so that he can maintain his cash flow. The company is looking at no more than $200.00 per month in fees related to the system. This amount would change if business increased in the future and additional users are needed.

There is also the acquisition and total cost of ownership to consider. Canal Lounge would like to keep the initial investment under $3,500.00. This will include any operating system updates required, training costs and implementation fees. The total cost of ownership, which includes maintenance of the program, training future staff and any hardware upgrades. This budget is appropriate at Canal Lounge's current business size. However, if the company grows in the future, their budget will need to grow as well.

Since the company is seasonal and is closed in the winter months the company would prefer to have the minimum amount of expenses. The desire is that payments could be paused or greatly reduced during these months where the company is generating zero revenue.

The company is willing to put aside a minimum amount for the initial training and possible yearly updates, however, they do not want to exceed $1,000.00 in additional fees each year.

6.0 Recommended Improvements

Before implementing the new system, there are some recommended improvements that can help allow for an easier transition for the company.

Firstly, we looked at business processes. While the current process is very heavy on manual input, there can be certain steps that can be streamlined. It is evident that real-time inventory tracking, meaning that orders are reflected in stock levels instantly is required for Canal Lounge. Such a feature would effectively reduce manual labor of

updating inventory by hand. The owner is currently tracking this information in excel, but by slightly altering his process he can get much more functionality out of it. The manner in which the owner records the information is very static, but by using the tools at his disposal to their fullest (i.e., using formulas or charts to track inventory levels) he can start to head in the right direction for his business goals. This will also allow the owner to record information that is only stored in his memory as well as start to record information that is not captured but required. Some examples of this are supplier contact information or prices. However, this would simply be a band aid since his current process leaves room for errors, data loss and a desire for relevant analytics. This is why we recommend that Canal Lounge implements inventory management software.

7.0 Sourcing Options

Software that can alleviate the problems that Canal Lounge is facing is an ideal solution. However, there are four main sourcing options that we are faced with to decide what direction is best for the company. There are the "build" options which would involve creating the software from scratch and the "buy/lease" options which would involve acquiring a license to use software created by another party. To analyze each option as it relates to Canal Lounge we have conducted a swot analysis (appendix 1) so that we can clearly see how the company creates their business value and which sourcing option would fit in with their goals and requirements. Furthermore, we must see how the different sources for an inventory management system can help solve the issue at hand with the lack of efficiency.

7.1 Build - In-house Development

The first option is to build a platform in-house. This would entail hiring specialists such as software developers, designers, and more. The in-house team would create the software, and the documentation, host the servers, and take care of every aspect as it relates to the platform.

The advantages of developing in-house are that you can tailor the software entirely to the company's requirements and process flows. You will have complete control over the

direction of the product and what features it has. You will be able to align the development process with your business needs and can grow the software as your company grows.

Developing in-house will also create additional value for the company as a whole. Canal Lounge will own the software and can distribute it as they see fit. This can generate additional revenue streams. Considering that the owner of Canal Lounge has a background in back-end development, he will have some of the expertise needed to take on this project.

While the advantages seem vast, the disadvantages are far more significant in this situation. While it is true that the company's owner has a developer's background, he does not possess all the skills necessary to take on this project, therefore, a substantial team of experts would be necessary. These experts would come with a high price tag and as such, the company would be expected to add some very high salaries to their payroll. Developing in-house will involve high upfront costs for things such as salaries, hosting servers, and more (estimated total cost to be around $200,000.00). The company does not have the budget to put towards this endeavor.

In-house development will also take a lot of time. The software will need to be created from the ground up, even the most basic feature found in other existing programs would need to be created by the team. Not only that, but you would need to create any documentation and training in-house as well. There is no support line to contact when something goes wrong or automatic updates, it is all on the shoulders of Canal Lounge. This would mean that the company would be in a state of limbo for months while in development. It would also mean that the owner of the company would be focusing his time on this project as opposed to growing and nurturing his new business. The success of Canal Lounge cannot be put in jeopardy for the sole purpose of developing software to help with inventory management.

7.2 Build - Outsourced Development

Similar to the in-house development option, there is also the possibility to outsource the development. This would involve hiring a 3rd party company to create the software for Canal Lounge instead of the company looking to hire the team separately and on their own.

The advantage of this option, much like the previous option, is that the platform will be completely customized to their needs. Again the company will be able to dictate to the 3rd party what features take priority over others. This option will still be creating an asset for the company, so if in the future the owner ever wants to sell the business having proprietary software would increase its value.

One advantage outsourcing has over in-house development is that usually, the 3rd party company will already have an expert team ready to take on the project. Furthermore, the company will most likely have additional resources such as business analysts, architects, and user-experience specialists who would be able to maximize the development experience. As well, since they would have more experience they should be able to produce usable software faster than if it was built in-house.

That being said, the process will still take a long time. The disadvantage of bringing in another company to do the development is that they do not have first-hand experience with the business flows. This means that there would need to be multiple meetings and documentation created to explain the ins and outs of Canal Lounge and what they want. Luckily the process is not too complex, but this does extend the time it will take before the company will have a working product and communication can be difficult.

Like in-house development, the costs will be high. Custom development can cost hundreds of dollars per hour and the project will not be short. Some 3rd party companies will make a set price for the base software, but any additional updates or support for the product would also come with a price tag. And while it is true that the company will still have the customization they need, the control really rests in the hands of the outsourced company. They will allocate resources in the way that they see best and Canal Lounge will need to adapt to this reality.

7.3 Buy - Off-the-Shelf

As opposed to building a product from the ground up, Canal Lounge can also buy off-the-shelf software. Off-the-shelf would be an existing product that is packaged and ready for use. The company would not need to plan out the design or development, they

can just launch the software and start using it right away. This is the more traditional approach to software acquisitions.

The obvious advantage of this option is that Canal Lounge would not need to wait months before they have a solution available, buying an off the shelf product would give them relatively instantaneous access to the software. The implementation process is usually designed to be user friendly, as well as, quick to install and get going.

Buying also involves a one time fee only. With this option the company would not be looking at hundreds of thousands of dollars in upfront costs to pay for development. Instead, the company would be able to make a one time expenditure to the vendor. This fee usually includes the license to install the program on a certain number of computers (users). Depending on the vendor this fee may also include support and documentation (that can be used for training purposes), but it is not always the case.

Furthermore, off-the-shelf products are created using the best practices as they are made for the masses. This will help Canal Lounge since the owner is new to the market.

This option does have some disadvantages as well. The first being that since the company is purchasing the software as a one time deal, they do not get the benefit of any updates or upgrades. This means that as time goes on and new features/technology hits the market, this solution will not implement them. The vendor may create a new version of the software with these added features, but Canal Lounge would need to repurchase and reinstall the program to get them. The danger of this is that Canal Lounge can be working on outdated technology or security features in the coming years.

Another disadvantage is that there is very low, or nonexistent customization. Unlike the build option, Canal Lounge will need to adapt their business processes to the flow of the software, not the other way around. Since the owner of Canal Lounge just recently purchased the business, there are still growing pains and changes he will want to make in the future and an off-the-shelf product will not be able to give him that flexibility.

7.4 Lease - Software as a Service

Leasing an existing product is more commonly known as "software as a service". This is because vendors will offer their software to the client over the internet using a subscription model (Grant, 2022). Since the client is continuously paying for the software, usually on a monthly basis additional features are included compared to purchasing an off-the-shelf option.

Leasing has many strong advantages. Similar to buying off the shelf, the company can expect very low, or no initial investment. Canal Lounge would be able to choose the subscription plan that works best for them and that would be the only fee they would incur. Of course, certain SaaS have the option of some basic customization, and the company can take advantage of this if the need arises. Included in the subscription fees would usually be any future updates, new features, support, redundancies to protect their information, and more. The company would not need to disperse any additional money for these perks, it is built into their monthly costs. Another benefit of this option is that installation can be instantaneous in most cases. Since the process of the company is not complex, there are many existing options on the market that can fill their needs. Canal Lounge would not need to wait months before they can start reaping the benefits, they can start right away.

Since the software is being produced for the masses, there are usually ample training resources available, be it documentation or videos. But there is also generally the option to receive training from the company which may come at an additional cost. Canal Lounge will not need to worry about keeping up with any new trends or technologies because the vendor will be doing that and pushing the updates regularly.

SaaS products also have the advantage of being easily accessible and scalable. The platforms can be accessed over the internet which means that a user is not tied to one location, they can access the program from their home, on the road, at the office, or anywhere else. Many times, SaaS products also have apps that can be used to access the software from a mobile device. Many leasing options are based on the number of users a company will have, the more users, the higher the price. This is a benefit for the company

as they will not require a high number of users and they will not need to pay for more than they need. Furthermore, since the subscriptions are on a monthly basis and since Canal Lounge is a seasonal business, they will be able to activate users in the summer when they are open and deactivate them in the winter when they are no longer needed. This will reduce any unnecessary expenses and be more cost-effective.

There are of course certain disadvantages of going with a SaaS. The first is the lack of control, ownership, and customization of the product. Since SaaS are made for the masses, they will not be tailored to the needs of Canal Lounge. Canal Lounge cannot dictate to the vendor which features they want to be added or changed and they have no control over the future of the product. They will have no ownership which also means that any fees that are paid for the SaaS are a pure expense. While there is an argument to be made that the money paid for the product can lead to an indirect value to the company since it will be more efficient, the software itself is not an asset of the company and would not be considered one if they were to ever sell. Furthermore, the fees for the subscription have no end date; the company will have this expense indefinitely and if the fees are not paid they run the risk of losing access to their data.

Another disadvantage of SaaS is its dependence on the internet. As mentioned above, the benefit is that it can be accessed from anywhere, but the trade-off is that there must be an internet connection. This means that if there is an outage, the company will be without their information. Some SaaS offer an offline option which would mean that information could be accessed (the last version before the connection was lost) and then any changes made while offline would only be pushed once the connection was open. However, the functionality of the product would be reduced during this time.

Finally, while SaaS is known for usually being a "monthly subscription" most contracts involve a level of commitment by the company. This means that occasionally the company will be obligated to pay the remainder of their contract even if they decide to change products. This can also mean that the vendor is not locked into a price with the company for long periods of time and the vendor can increase their subscription fees and the company is powerless. Since all their data will be in the SaaS and they will have been using it for so long, they will most likely need to absorb the additional fees as they come.

Building software could be a good option for a company that has a very specific and complex business process that they want to automate but it will involve much high upfront costs and time. Buying and leasing on the other hand will offer the company a relatively instantaneous product and a much lower cost. All options have their advantages and disadvantages, but for Canal Lounge, their relatively simple processes, and their budget there is one clear winner. Appendix 3.0 includes a table to aid in the comparison of all four options.

8.0 Sourcing Recommendations

The recommended solution for Canal Lounge is opting for the leasing option otherwise known as SaaS. Due to the nature of the business and its operational characteristics, leasing a software is the ideal approach as it is cost-effective and suits the business' operational style.

For the Canal Lounge, money invested into such software comes out directly out of the pocket of the owner. Comparatively to larger-sized businesses, the Canal Lounge does not have enormous sums of capital to invest in software. As a result, the owner can spend on a product that answers his needs proportionately to his allocated budget. In other words, SaaS solutions are usually offered in upgrading versions at increasing price points. Thus, as a small business owner, he is not required to select the priciest option or package. Additionally, it is important to note that only one license is needed at this time which will be used by the owner solely, meaning that cheaper versions of the solution can be leased. Furthermore, Canal Lounge is a seasonal business, and by leasing a software, the owner can always decide to halt payments when the business is in off-season. This results in the most cost-effective approach and would effectively save the owner a considerable amount of money.

On another hand, a notable characteristic of SaaS that would make it the optimal solution is its cloud accessibility. For the inventory tracking subsystem, the owner should be able to have access to live data anytime and anywhere. This would require the software to be both accessible on-premises but more importantly on the internet. The owner would be able to view his inventory when needed and does not need to be in the lounge or access

a specific device. Consequently, the owner will have improved control over his inventory and overall performance of his business.

Although SaaS will not offer the exact customization for Canal Lounge, the business processes that are to be automated by the solution are common in nature. In other words, the functionality offered by the solution, although not as customizable as desired, should answer the automation needed for the Canal Lounge. The need for automation for Canal Lounge is prevalent in the food service industry. For instance, many inventory management software for restaurants include a live-data inventory in which stock levels are automatically reduced according to sales and orders.

Another important factor that makes SaaS an attractive approach is the scalability potential. If the business flourishes and sales increase unexpectedly, the solution needs to be able support higher influx of data and potentially new functionality. As mentioned before, SaaS offers higher priced versions of a software which could answer to scalability needs. For instance, the owner could eventually assign a manager or give access to employees to the inventory management system, and this would require additional licenses.

9.0 Mandatory Requirements

Mandatory requirements are a necessity in the proposed system. They are required and assessed on a "Yes/No" basis. Below we have listed the four mandatory requirements for Canal Lounges Inventory Management System.

Table 1: Mandatory Requirements

Mandatory Requirements	Description	Explanation
Track Inventory	The system must be able to track and maintain information on inventory. This information must be accurate, reliable and up-to-date.	This feature is mandatory because it is the most basic requirement of any inventory management system and will help to ensure that the company avoids over/ under stocking which can hurt the bottom line. This information will also feed into other mandatory requirements such as historical reports so that the owner could

		make pertinent business decisions.
Reliability	The system must be accessible and reliable to 99%. The system should be able to perform all related functions that are expected of it and be available to the users. The system should not crash or be off-line.	This feature is mandatory because if the user cannot access their data (if the system crashes) or if the information is not accurate then the system is essentially worthless. If a user has to second guess the accuracy of information, they might as well continue the manual process they have now. By having a reliable system, users can rest assured that the information they have is accessible and accurate, which will increase efficiency.
Accessibility	The system must be accessible from anywhere and on multiple different devices.	This feature is mandatory as the main user (owner) often stores inventory off-site. Therefore, being able to access the system from both the restaurant's location, as well as off-site is paramount. The user should also be able to access it through both desktop/laptops, mobile devices and iPads. Servers are in the process of switching iPads to take orders and the ability to access the system is a necessity.
Centralized Database	The system must be the ultimate source of truth and be able to store all the information regarding inventory and any auxiliary information such as product descriptions, supplier information etc. The company should not need to store information in any other platform or medium, everything should be accessible through this one system.	The goal of the system is to centralize information so that users do not need to rely on multiple platforms, or worse, their memory to reference their data. This feature, along with tracking inventory will also feed information so that users could receive automatic notifications on stock levels, and reports could be generated. Without a centralized database, the information would not be accurate (as there would be data stored outside of the system).

10.0 Budget Requirements

Below lists the different costs associated with implementing the new software and Canal Lounges budget for each.

Table 2: Budget Requirements

Total Cost of Ownership	Description
Initial Investment: **≤ $3,500.00**	The initial investment includes any fees that would need to be disbursed prior to the regular use of the system. This could include hardware or software updates, training, integration, data migration costs and change management. To mitigate some of these costs we will be looking for solutions that are often updated (to reduce any need to update hardware or software) and user friendly (to reduce the need to pay for training). We will also be looking for a system that could integrate with the current point of sale (POS) system to reduce integration costs. Another feature that will be considered would be the ability to do a mass migration of data from excel to the software so that we could reduce any fees associated with getting the software updated with all the company's current information. The goal would be to do as much in-house as possible so that the company would not need to pay the vendor for these tasks. The company will also need to deal with change management, we will create an implementation plan that addresses this once a vendor is selected. An amount of ~15% of the total yearly IT project budget will be allocated to this.
Subscription Budget: **≤ $200.00 per month or ≤ $2,400.00 per year**	The subscription budget includes the monthly fee paid to the vendor for the use of the software. This amount should include unlimited use of the system for the current required users (two), from any number of devices. It should also include access to the vendor's customer support. If there are additional fees for preferred customer support or after-hours customer support, it would not be considered in this budget and an analysis could be done after a period of time to see if this added feature is worthwhile. However, the goal is to find a software that should be easy to use and, therefore, hopefully not require supplemental support. Furthermore, since Canal Lounge is a seasonal business, the ability to put a hold on the monthly costs would be seen as an added bonus. It should also be noted that if the business grows in the future and additional users are required, this budget would be revisited.
Maintenance and Other Budget:	This budget would include any other fees associated with adding this system once it has been implemented. This could mean future software

≤ $1,000.00 per year	updates, additional power consumption, maintenance, additional training and customization costs. We have considered customization costs here as some vendors offer basic customization and while it is not interesting at this time to the company, it may become so in the future. This budget is meant as a guide as it may vary from year to year (one year there may be a need to update a hardware or software vs another year where there is no additional fees required)

11.0 Identification Process

To identify potential vendors for Canal Lounge we first had to determine what the best solution was for them. We studied their current problem and determined that a Software-as-a-Service (SaaS) was the route we would take. From that point we then had to determine which SaaS would fit with the company's needs.

At this point we reviewed the mandatory requirements. These requirements are deal-breakers for Canal Lounge so we needed to ensure that they were respected and considered in our search. We wanted to guarantee that all requirements met the SMART framework standards (Appendix 1.0). Subsequently, we began searching on-line for the best inventory management SaaS. In the digital age, the internet is a wealth of information and allows us to generate a large pool of potential solutions. From there we were able to determine the top five solutions based on user ratings and preliminary reviews of the company's offerings. We filtered out any companies that did not, on the surface, meet the mandatory requirements, and we looked solely at the monthly subscription budget for this stage; deeper analysis of the budget would be conducted once the pool of potential vendors was reduced. The five companies that fit the above mentioned criteria are detailed in the subsequent section where we have taken an in depth look at each and compared them individually to the mandatory requirements.

In certain cases, companies may create a Request for Information, Proposal or Quote in order to identify potential solutions, however given the size and budget of Canal Lounge and the simplicity of their needs, we felt that it would not be an appropriate use of time or resources.

12.0 Potential Solutions

There are many competing SaaS products on the market today that could address Canal Lounges problem, however by using the mandatory requirements as well as the budget we were able to compile a comprehensive list of the top five options. We have introduced them below.

4.1 Zoho

4.1.1 Background

Zoho was founded in 1996 by Sridhar Vembu and Tony Thomas in Pleasanton, California and remains privately owned to this day (Zoho, 2023). The system offers small and medium sized enterprises (SMEs) a multitude of cloud-based modules for all their business needs. Presently, Zoho's headquarters are located in Austin, Texas. (Linkedin, 2023) However, the company has offices all across the globe.

Zoho's expertise is in offering customizable, scalable, and easy-to-use software that can help businesses streamline their operations, improve collaboration and communication, and grow.

4.1.2 Supported Processes

Zoho has over 45 modules created to support different business processes. (Zoho, 2023) The most relevant module for the Canal Lounge is Zoho Inventory. This module is designed to help companies manage their inventory, stock levels, and automate certain inventory related tasks. It offers real-time data and can be integrated with any of the other modules. Some such modules include:

- Zoho Vault: Password management software.
- Zoho Analytics: Business intelligence and reporting software
- Zoho books: an accounting and finance solution for SMEs.

Zoho also offers Zoho One, which includes access to all 45 modules.

4.1.3 Target Markets

Zoho's main target market are small and medium sized enterprises.(Zoho, 2023) However, large companies such as Amazon, Rogers and Levi's also use the platform. (Zoho, 2023) With the wide array of modules that Zoho offers, most companies can create an offering that fits their business well. This also means that businesses from many different industries

can use the software. Considering the potential to mix and match the modules, a company of any size or industry could find an appropriate solution.

A typical adopter of Zoho is a small and medium sized enterprise in any industry or sector. Considering the functionality and sheer amount of modules that Zoho offers, their clients would be SMEs looking for a solution that can help their company achieve their business goals and that can scale with them in the future. Companies can mix and match the modules, so Zoho can cater to companies in the IT sector, restaurants, law firms and more.

4.1.4 Evaluation Based on Mandatory Requirements

We have reviewed the below requirements and compared them against the Zoho Inventory Module and Zoho One Module (which includes all modules):

Table 4: Zoho Requirements Evaluation

Requirement	Explanation
Track Inventory	Zoho has a module dedicated to tracking and managing inventory. Zoho Inventory tracks and maintains data on inventory and supplies that is easily accessible and feeds into their centralized database should Canal Lounge want to integrate additional modules.
Reliability	Zoho has a Service Level Agreement (SLA) of 99.9% which means that they guarantee the uptime of the program. (Zoho, 2023) This solution also produces accurate data results (human error excluded).
Accessibility	Zoho can be accessed from multiple different devices and is web-based which means that the platform can be accessed anywhere with an internet connection.
Centralized Database	Zoho's different business modules are capable of communicating data and information across all of them. All the different modules share a single centralized database, so if Canal Lounge were to use just one module, or multiple ones, the data would be centralized.
Budget	Zoho offers multiple subscription levels and packages. Zoho One, which includes all modules, is $130 per month and if the company was interested in only the inventory module it could be as low as $109 per month.

4.2 TouchBistro

4.2.1 Background

TouchBistro provides restaurant management solutions to small and medium sized businesses mainly in the food and beverage industry, with its offices in both Toronto and Chicago. The company was founded in 2010 by Alex Barrotti, a serial entrepreneur. (Linkedin 2023) TouchBistro's expertise is their system which is designed specifically for restaurants, cafes, and bars, with features that include tableside ordering, menu management, inventory tracking, and reporting and analytics. Since its founding, TouchBistro has grown rapidly and now serves over 29,000 restaurants in more than 100 countries.

4.2.2 Supported Processes

TouchBistro provides a comprehensive system that supports a variety of processes involved in managing a restaurant, cafe, or bar. Some of the key processes that TouchBistro supports include:

- Inventory Management: Tools for tracking inventory levels, including real-time updates on stock levels and alerts when items are running low.
- Reporting and Analytics: The system provides detailed reporting and analytics on sales, inventory, and other metrics.
- Integrations: TouchBistro is compatible with multiple third-party services which can help further streamline business practices.

4.2.3 Target Markets

As stated previously, TouchBistro's target markets are primarily restaurants, cafes, and bars of all sizes, ranging from small independent businesses to large chains, making it well-positioned to serve a wide range of business. Their vast array of modules make them an attractive choice for companies looking to scale in the future.

TouchBistro's typical adopters are businesses in the restaurant industry looking to streamline their operations regardless of their size of operations. With the features stated above, TouchBistro customers are likely to be businesses that value data-driven decisions and want more information on their business and customers habits to be able to most efficiently use the company's time and resources.

4.2.4 Evaluation Based on Mandatory Requirements

We have analyzed this potential solution against the four mandatory requirements as well as the budget and have outlined our findings below.

Table 5: TouchBistro Requirements Evaluation

Requirement	Explanation
Track Inventory	TouchBistro has an integrated inventory management system, allowing for tracking to the ingredient level and automatic updates when new stock arrives. Real-time reporting on stock levels allows to reduce waste.
Reliability	While TouchBistro does not offer a public SLA, in reviewing their information we believe they will be able to provide the required level of reliability.
Accessibility	TouchBistro can be accessed from multiple different devices and is web-based which means that the platform can be accessed anywhere with an internet connection.
Centralized Database	TouchBistro offers a centralized database that would store all Canal Lounge's information on inventory. If the company decided to take additional modules, that information would also be part of the same centralized database.
Budget	TouchBistro's base solution is well within the price range starting at 89$/month with all the key processes required. Additional customer engagement features can be added for a higher cost, as well as other third-party integrations with their individual costs.

4.3 Revel Systems

4.3.1 Background

Revel systems is one of the first iPad POS platforms of its kind. It was founded in 2010 in San Francisco by Lisa Falzone and Chris Ciabarra. Its current headquarter is in Atlanta, Georgia. The company's point-of-sale (POS) has an open application programming interface (API) capability to integrate with third party vendors, allowing for increased customization. Some of Revel's most notable clients are Shell, Little Caesars Pizza, Popeyes Louisiana Chicken, Dairy Queen, among others.

4.3.2 Supported Processes

Revel Systems' POS system operates on the Apple iPad. It also includes other hardware such as a receipt printer, cash drawer, and card swipe. The cloud-based POS software can be accessed through the on-site iPad or from any device with internet connection. Here are the key processes Revel Systems supports:

- Open API: Revel Systems includes a robust system of integration partners to specifically cater to your needs. This enables third party integration making customization possible, for instance, a company can connect Revel Systems' POS with their rewards program, accounting software, and third party delivery vendors.
- Inventory Management: Set up alerts that indicate low stock, and track inventory at ingredient level in real time.
- Analytics and Reporting: Generate reports on daily processes, sales, inventory levels, best sellers, client data, among other metrics.

4.3.3 Target Markets

Revel Systems' main target market are various sized businesses in the culinary industry. Its solution is designed to cater to independent restaurants, small to larger chains, and also has systems designed for specific restaurant types such as coffee and pizza shops. Revel Systems' offers Revel Enterprise which is curated for the needs of larger chains with more complex needs. On another hand, it also offers Revel essentials which aims to help small to midsize businesses in the restaurant sector.

As mentioned above, typical adopters of Revel Systems are small to large sized businesses in the culinary industry. Revel Client's can be classified in categories: Quick service restaurant, coffee shops, restaurant, restaurant group, retail, specialty retail, and table service restaurant.

4.3.4 Evaluation Based on Mandatory Requirements

We have analyzed this potential solution against the four mandatory requirements as well as the budget and have outlined our findings below.

Table 6: Revel Systems Requirements Evaluation

Requirement	Explanation
Track Inventory	Revel Systems has dedicated processes which track and maintain inventory information.

Reliability	While Revel does not offer a public SLA, in reviewing their information we believe they will be able to provide the required level of reliability.
Accessibility	Revel can be accessed from multiple different devices and is web-based which means that the platform can be accessed anywhere with an internet connection.
Centralized Database	Revel Systems' software is cloud-based and centralizes data in one location. Third party data can be integrated within the software as well.
Budget	The POS software costs start at $99/month per terminal. Implementation/on-boarding starts at $674.

4.4 TradeGecko

4.4.1 Background

TradeGecko was founded in 2012 by Bradley Priest, Cameron Priest and Carl Thomspon (Crunchbase 2023) and was acquired by Intuit in 2020. The company is headquartered in Singapore, but also has offices in Canada and the United States. TradeGecko was created to help small to medium-sized businesses manage their inventory and streamline their operations.

TradeGecko's software is designed to provide businesses with a centralized database to manage their inventory across multiple locations. The software offers features such as automated inventory tracking, order management, purchase management, and reporting and analytics.

4.4.2 Supported Processes

TradeGecko offers a range of features and supported processes to help businesses manage their inventory and streamline their operations. Some of these features include:
- Inventory Management: Provides businesses with a centralized database to manage their inventory across multiple channels and locations. It offers features such as automated inventory tracking, stock control, and purchase order management.
- Reporting and Analytics: TradeGecko offers a range of reporting and analytics tools to help businesses make the best possible decisions for their company.

4.4.3 Target Markets

TradeGecko's target market is small to medium-sized businesses in various industries such as retail, wholesale and manufacturing. Specifically, TradeGecko targets businesses that sell products across multiple channels (TradeGecko 2023). The software is designed to help businesses manage their inventory and streamline their operations, which helps companies that are looking for ways to more efficiently grow their business.

Typical Adopters of TradeGecko are those who are:

- Rapidly growing businesses that need a scalable solution to manage their inventory and streamline their operations.
- Businesses that are looking for a centralized inventory management solution to help them manage their inventory and streamline their operations.

4.4.4 Evaluation Based on Mandatory Requirements

We have analyzed this potential solution against the four mandatory requirements as well as the budget and have outlined our findings below.

Table 7: TradeGecko Requirements Evaluation

Requirement	Explanation
Track Inventory	TradeGecko's system allows companies to track their inventory and easily access.
Reliability	While TradeGecko does not offer a public SLA, in reviewing their information we believe they will be able to provide the required level of reliability.
Accessibility	TradeGecko can be accessed from multiple different devices and is web-based which means that the platform can be accessed anywhere with an internet connection.
Centralized Database	The system has a centralized database that not only holds information from the inventory tracking module, but any other module that a company includes in their package.
Budget	$99 per month for the "Basic" plan, which includes features such as inventory management, order management, and reporting and analytics.

4.5 NetSuite

4.5.1 Background

NetSuite is a cloud-based business management software provider that offers a range of applications for small to medium sized businesses. The company was founded in 1998 by Evan Goldberg and was originally NetLedger, a web-hosted accounting software for small businesses. In 2016, the company was acquired by Oracle Corporation. NetSuite's headquarters are in San Mateo, California, but the company has offices in North America, Europe and Asia.

NetSuite's expertise is in providing a comprehensive suite of business management solutions for companies of all sizes and industries. Their cloud-based approach allows for easy integration and accessibility, with a focus on improving productivity and efficiency. NetSuite's solutions are designed to streamline business processes, provide real-time visibility into business operations, and improve decision-making capabilities.

4.5.2 Supported Processes

Netsuite offers a wide range of features across its suite of business management applications. The most pertinent feature for Canal Lounge is their Inventory Tracking, Inventory Control Software and Inventory Management Software which could help address the issues facing the company. A few other features of Netsuite are described below:

- **Financial Management:** Supports financial processes such as accounts payable and receivable, billing and invoicing, expense management, and financial reporting.
- **Customer Relationship Management (CRM):** Supports CRM processes such as lead management, customer service and support and sales forecasting.

4.5.3 Target Markets

NetSuite's target customers are small to medium businesses that typically have multiple locations, and require reporting and analytics. NetSuite has solutions tailored for specific industries, including manufacturing, retail, wholesale distribution, software, and services. Overall, NetSuite's target market includes companies that require an integrated suite of business management applications that can be accessed from anywhere, providing real-time visibility into their operations and streamlining their business processes.

Typical adopters of NetSuite's solutions include small to medium sized businesses across various industries. NetSuite's solutions are also popular among companies that are looking to move away from on-premise software and transition to cloud-based solutions. Companies that are experiencing growth and require a scalable solution to support their expanding operations are also typical adopters of NetSuite.

4.5.4 Evaluation Based on Mandatory Requirements

We have analyzed this potential solution against the four mandatory requirements as well as the budget and have outlined our findings below.

Table 3: NetSuite Requirements Evaluation

Requirement	Explanation
Track Inventory	NetSuite's inventory management capabilities provide businesses with real-time visibility into inventory levels, locations, and movements across multiple warehouses and locations.
Reliability	NetSuite has a Service Level Commitment (SLC) that guarantees 99.9% uptime. (NetSuite 2023) Furthermore, the solution is reliable in terms of accuracy (human error excluded).
Accessibility	NetSuite can be accessed for a number of devices and through web browsers which means that it can be accessed anywhere with an internet connection.
Centralized Database	NetSuite provides a centralized database that allows businesses to store and manage all of their data in a single location. This centralized database provides real-time visibility into all aspects of a business's operations, including inventory.
Budget	NetSuite offers multiple subscriptions and packages for different needs of a company and depending on the size of it. The monthly subscription starts at $99 with all the processes required to help manage Canal Lounge

13.0 Desirable Criteria

In order to evaluate our potential solutions and vendors, we must establish a list of desirable criteria that would allow us to differentiate each option accordingly. When presenting desirable criteria, it is important to identify and assign individual weights to each criterion. This allows decision-makers to prioritize and evaluate the importance of

each criterion in relation to the overall objective. Appendix 5.2 includes the SMART table for each criteria, however a brief overview can be found below:

Table 8: Desirable Criteria

Desirable Criteria	Description	Explanation
Ease of Use *Weight = 15%*	This criterion refers to how easy it is for users to navigate and use the solution. An easy-to-use product typically requires minimal effort to learn and operate, which can lead to improved efficiency and productivity.	The software should be easy to use and intuitive, so that staff can quickly learn and use it without much training. This is especially important for the busy bar environment where time is of the essence. New staff should be able to understand the interface with ease and not require extensive training or retraining subsequent years. This is important for Roach as he does not want to continuously dedicate weeks of his staff's time each year to re-learn a complicated system.
Functionality *Weight = 25%*	Functionality refers to the range of features and capabilities that a solution provides. A highly functional product can perform a variety of tasks, which can provide users with greater flexibility and utility.	The software should have robust inventory management capabilities, including features such as tracking stock levels, managing vendor relationships, and generating reports on usage and waste. The software should allow tracking at the ingredient level. This is essential for controlling costs and minimizing waste.
Cost *Weight = 20%*	The cost criterion is concerned with the price of a solution. This includes the upfront cost of installation and subscribing to the product, as well as ongoing costs such as maintenance or upgrades.	The software should be affordable for the bar or restaurant, with a pricing model that fits within the budget. The cost should also be transparent, with no hidden fees or costs. The cost should be calculated as the Total Cost of Ownership (TCO) which includes all direct and indirect costs such as purchase, installation and implementation, operating, and support costs.
Automation *Weight = 30%*	Automation refers to the degree to which a solution can perform tasks automatically, without the need for manual intervention. A highly automated product can save users time and effort, and can also reduce the potential for	The software should be able to automate tasks, such as informing the owner whenever a product or ingredient is low in stock, generate reports on a timely basis, and help with data entry to minimize human error.

	errors.	
Customer Service *Weight = 10%*	Customer service encompasses the level of support and assistance that a company provides to its customers. This can include technical support, training, and other resources to help users get the most out of the product or service.	The software's customer service should be able to help the owner/staff with whatever questions they may have about the software or how to use it. Availability is crucial as any downtime occurring will result in a potential revenue loss. Furthermore, with the fact that Canal Lounge does not have a dedicated IT personnel, the support of the vendor will be crucial in assuring that the problems do not all fall on the shoulder of Roach.

The weight given to each criteria has been derived from the average given by each team member after careful consideration of both the input of Canal Lounge as well as a study of their business problems. We feel that the above criteria will ensure that the vendor chosen will address the problems of Canal Lounge, their manual, time consuming inventory process, and lead to better revenue forecasts.

We first started by partially following the Delphi Method, which is a group decision making process that helps to find a consensus. Once we had the desired criteria, we individually reviewed the information given to us over the period by the company, as well as our findings in this report. Once we each allocated a weight, we gathered together to compare the results. We started with criteria that had a vast difference between each teammate which was Ease of Use. This was ranked high for some, and low for others. A round of questioning and debate allowed us to reach a consensus of bringing this requirement down in weight.

Next we reviewed each subsequent criteria and followed the same process. After debate and analysis, we have been able to come to the above agreement, which has been approved by Canal Lounge.

14.0 Scoring Scheme

The scoring scheme allows for a precise standard of evaluation. In the following grid, each score is assigned to its respective quality of response, number 1 being the highest and

the best score. As the score lowers, the quality of response equally worsens. In this scenario, the score represents how strongly the proposed software can answer to a specific criteria.

Quality of Response	Score
Fully meets all the requirements, all needed elements are included	1
Almost meets all the requirements, some elements are missing	0.8
Barely meets the requirements, represents minimum acceptance	0.6
Falls short of meeting the minimum acceptance	0.4
Below minimum acceptance	0.2
Excluded/Non-existent	0

15.0 Decision Grid

The decision grid allows for the evaluation of different solutions and shows how strong each alternative is in respect to the desirable criteria. First off, all the mandatory criteria are listed, if a solution fails to meet a mandatory criteria, it is automatically discarded. Then, each desirable criteria is given its weighted percentage totaling to one hundred percent. As such, criteria with more importance are assigned a heavier weight. Afterwards, each alternative is evaluated by giving a score to the desirable criteria, this score is based on the previously determined scoring scheme. The score from between 0 and 1 is multiplied to the weight of the desirable criteria which results in a final weight score for each solution. The software with the highest weighted score is the optimal solution as it meets the mandatory requirements and best suits the desirable criteria.

Table 9: Decision Grid

Criteria	Weight	Zoho	TouchBistro	Revel Systems	TradeGecko	NetSuite
Mandatory Criteria						
Track Inventory	Yes/No	Yes	Yes	Yes	Yes	Yes
Reliability	Yes/No	Yes	Yes	Yes	Yes	Yes
Accessibility	Yes/No	Yes	Yes	Yes	Yes	Yes

Centralized database	Yes/No	Yes	Yes	Yes	Yes	Yes
Desirable Criteria						
Ease of Use	15%	1(15)	1(15)	0.8(12)	1(15)	0.8(12)
Functionality	25%	0.8(20)	1(25)	1(25)	0.8(20)	0.8(20)
Total Cost	20%	0.6(12)	1(20)	0.8(16)	0.8(16)	0.8(16)
Automation	30%	0.8(24)	1(30)	1(30)	0.8(24)	0.8(24)
Customer Service	10%	0.6(6)	0.8(8)	1(10)	1(10)	0.8(8)
Weighted Score (%)	100%	77	98	93	85	80

16.0 Vendor Assessment

We have assessed each vendor based on the criteria mentioned in section 13 and explained the thought process behind each score given to them in section 15. Below is a detailed explanation of those scores.

16.1 Zoho

Full Mark: 77

Ease of Use: Zoho is given full marks for the ease-of-use desirable criteria. According to numerous online reviews, Zoho's interface is deemed as being immediately intuitive, and easy to learn and use. There is little to no training required to learn the software.

Functionality: In terms of functionality, Zoho is given a mark of 0.8 out of 1. This is largely caused by the fact that the Zoho inventory module does not come with a POS system embedded. Consequently, this would require additional API integration which would add a layer of complexity to the inventory management system. In fact, Zoho's inventory

management module would need to be integrated within Canal Lounge's current POS system.

Cost: As mentioned above, Zoho would need to be integrated into the Canal Lounge's POS system. As a result, a recurring cost of API calls would be added on top of the monthly subscription fee. For this reason, Zoho ranks as the priciest option amongst the alternatives.

This vendor has a charge for the implementation of their software as well. This will include the data migration and training and is a one time fee.

The yearly fee is reflected on 5 months, which is the time that the company is operational. Zoho offers their clients the ability to "pause" their subscription where the data would be "read-only" access until it is unpaused. We have also included a 2% average inflation fee to each subsequent year.

For the training, we have assumed that the company will start by training 3 staff (approx. half the workforce) to begin. This along with the training for the owner should be more than enough to integrate the system. Furthermore, we are calculating that training will take 14 days, 3 hours per day. Based on this initial amount, we have calculated 15% each subsequent year for training upkeep or additional training.

API calls mean that each time that the Cluster POS system receives information, it would need to transmit that information to the vendor's system. There is a fee associated with this fee per year.

As mentioned under the functionality, we would need to integrate the Zoho system with the POS which would have a fee.

Finally, since Canal Lounge does not currently have access to Wifi on the boat, they would need to install a SIM powered modem.

The score is calculated as follows:

$$S = (LP \: x \: W) \: / \: TCO$$

Where LP is the lowest priced option (TouchBistro), W is the weight, and TCO is the Total cost of 5 year ownership.

$$S = (6,962 \ x \ 20\%) / 10,496.50$$

$$S = 0.13/0.2 = 0.6 \ (rounded)$$

Which is why Zoho has received a score of 0.6.

Total 5 year cost: ~$10,496.50 CAD

Table 10: Zoho Total Cost

Zoho - 5 Year Cost of Ownership					
	Year 1($)	**Year 2($)**	**Year 3($)**	**Year 4($)**	**Year 5($)**
Migration and Implementation	999	-	-	-	-
Yearly fee (inc. Inflation)	109 x 5* = 545	556	567	578	589
Employee Training	17.5 x 3 x 14 x 3 = 2,205	330	330	330	330
API calls	327.5	327.5	327.5	327.5	327.5
Router/Modem/ Wifi	300	300	300	300	300
Total($)	4,376.50	1,513.50	1,524.50	1,535.50	1,546.50

Automation: Zoho is given 0.8 out of 1 score for this desirable criterion, its inventory module captures most of the needed automation requirements listed by the owner of the Canal Lounge. However, it loses points since the ingredient level tracking process can not

be done seamlessly. In fact, similarly to the functionality criteria, it would need another step that connects the current POS system named "Cluster" to its inventory module.

Customer Service: According to multiple online reviews, this is an area where Zoho is lackluster, for this reason, it is given a grade of 0.6 out of 10. There seems to be a consensus that Zoho's customer service is difficult to reach, and once in contact, the customer service team is slow and unresponsive.

The total score of 77 reflects the strengths and weaknesses of Zoho as an inventory management system for Canal Lounge. The strengths lie in the functionality, ease of use and automation of the vendor. When it comes to weaknesses, the reason for this score is mainly due to the cost and customer service of the vendor. Multiple reviews have concluded that Zoho's customer service is mediocre due to the fact that their service is slow and unresponsive. When it comes to cost, there is an added cost of API which would be added on top of the monthly subscription fees. These extra costs have made the monthly fee for the owner too pricey which is why an overall score of 77 has been given to Zoho.

16.2 TouchBistro

Full Mark: 98 (chosen solution)

Ease of Use: Touchbistro is known to have a very intuitive user interface making it easy to learn and use. Since the POS system is hosted on an iPad and uses Apple application UI, many who are already accustomed to this operating system will have no difficulty. For this reason, TouchBistro is given 1 out of 1 for this criterion.

Functionality: TouchBistro receives full marks for its functionality criterion. Not only does it effectively answer all the requirements needed by the Canal Lounge, but it also includes many additional features that instantly improve operations. For instance, it offers a vast array of integrations with third party software enabling further customization, it also generates dashboards and reports offering the user actionable insights.

Cost: TouchBistro's cost functionality is also given a full mark. It ranks amongst the cheapest options for inventory management systems.

Since TouchBistro has the POS system already built into their basic package, Canal Lounge will switch to use it. This will result in a cost saving as they will cancel their contract with Cluster POS. There is no cancellation fee.

The yearly fee is reflected on 5 months, which is the time that the company is operational. TouchBistro offers their clients the ability to "pause" their subscription where the data would be "read-only" access until it is unpaused. We have also included a 2% average inflation fee to each subsequent year.

For the training, we have assumed that the company will start by training 3 staff (approx. half the workforce) to begin. This along with the training for the owner should be more than enough to integrate the system. Furthermore, we are calculating that training will take 14 days, 3 hours per day. Based on this initial amount, we have calculated 15% each subsequent year for training upkeep or additional training.

Finally, since Canal Lounge does not currently have access to Wifi on the boat, they would need to install a SIM powered modem.

The score is calculated as follows:

$$S = (LP \; x \; W) \, / \, TCO$$

Where LP is the lowest priced option (TouchBistro), W is the weight, and TCO is the Total cost of 5 year ownership.

$$S = (6,962 \; x \; 20\%) \, / \, 6,962$$

$$S = 0.2/0.2 = 1$$

Which is why TouchBistro has received a score of 1.

Total 5 year Cost: ~$6,962 CAD

Table 11: TouchBistro Total Cost

TouchBistro - 5 Year Cost of Ownership					
	Year 1($)	Year 2($)	Year 3($)	Year 4($)	Year 5($)
POS Savings	(175)	(175)	(175)	(175)	(175)
Migration and Implementation	499	-	-	-	-
Yearly fee (inc. Inflation)	$89 x 5* = 445	454	463	471	480
Employee Training	17.5 x 3 x 14 x 3 = 2,205	330	330	330	330
Router/Modem/ Wifi	300	300	300	300	300
Total($)	3,274	909	918	926	935

Automation: TouchBistro's automation capabilities rivals the top industry players. It is especially well suited for the Canal Lounge due to its robust ingredient level tracking function. Furthermore, it also includes a functionality whereby low stock ingredients are detected, and a push notification is then sent out the user's device, whether it be a smartphone or computer.

Customer Service: Based on online customer reviews, there are several instances that delineate the same recurring issue; reaching a customer representative takes too long. For this reason, TouchBistro is given 0.8 out of 1 for this criterion.

The overall score of 98 reflects the strengths and weaknesses of the inventory management system for TouchBistro. As TouchBistro is the chosen solution for Canal Lounge, their strengths lie in the criteria of ease of use, functionality, cost and automation.

These criterias, were all given a score of 100%. To justify this score, automation meets the needs of Canal Lounge due its ingredient level tracking and detecting when they're low stock. Upon analyzing all vendors, including hardware, TouchBistro is the cheapest option. TouchBistro's interface is easy to use and easy to learn. Since it is adaptable to use on Apple's user interface, Canal Lounge will be familiar with it since an iPad is used on the boat. Aside from the vendor meeting all of the owner's requirements, there are many additional features that can improve and help the Canal Lounge. The only weakness is customer service due to representatives taking too long to answer.

16.3 Revel Systems

Full Mark: 93

Ease of Use: Revel System is given a 1 out 1 for its ease-of-use criterion. Countless online reviews have deemed using Revel System as being extremely easy and intuitive. Similarly, to TouchBistro, Revel Systems POS is also hosted on an iPad which makes Apple users already accustomed to working with such operating systems.

Functionality: Revel System is scored 0.8 out of 1 for its functionality. The main reason that Revel Systems loses points is due to its lack of report customization. Many reports generated by Revel Systems have templates that can not be changed and customized to the user's liking. As a result, the user will miss out on their desired KPIs.

Cost: The cost criterion is scored 0.8 out of 1 for Revel Systems. Its base costs are low, however its additional add-ons are more expensive, as a result, Revel System loses points in this area.

Since Revel Systems has the POS system already built into their basic package, Canal Lounge will switch to use it. This will result in a cost saving as they will cancel their contract with Cluster POS. There is no cancellation fee. However, Revel requires new customers purchase a minimum of two POS terminals which is shown as hardware in the table.

This vendor has a charge for the implementation of their software as well. This will include the data migration and training and is a one time fee.

The yearly fee is reflected on 5 months, which is the time that the company is operational. Revel Systems offers their clients the ability to "pause" their subscription where the data would be "read-only" access until it is unpaused. We have also included a 2% average inflation fee to each subsequent year.

For the training, we have assumed that the company will start by training 3 staff (approx. half the workforce) to begin. This along with the training for the owner should be more than enough to integrate the system. Furthermore, we are calculating that training will take 14 days, 3 hours per day. Based on this initial amount, we have calculated 15% each subsequent year for training upkeep or additional training.

Finally, since Canal Lounge does not currently have access to Wifi on the boat, they would need to install a SIM powered modem.

The score is calculated as follows:

$$S \ = \ (LP \ x \ W) \ / \ TCO$$

Where LP is the lowest priced option (TouchBistro), W is the weight, and TCO is the Total cost of 5 year ownership.

$$S \ = \ (6,962 \ x \ 20\%) \ / \ 8,199$$

$$S \ = \ 0.17/0.2 \ = \ 0.8 \ (rounded)$$

Which is why Revel Systems has received a score of 0.8.

Total 5 Year Cost: ~$8,199 CAD

Table 12: RevelSystems Total Cost

Revel Systems - 5 Year Cost of Ownership					
	Year 1($)	*Year 2($)*	*Year 3($)*	*Year 4($)*	*Year 5($)*
POS Savings	(175)	(175)	(175)	(175)	(175)
Hardware	800	-	-	-	-

Migration and Implementation	674	-	-	-	-
Yearly fee (inc. Inflation)	$99 x 5* = 495	505	515	525	535
Employee Training	17.5 x 3 x 14 x 3 = 2,205	330	330	330	330
Router/Modem/Wifi	300	300	300	300	300
Total($)	4,299	960	970	980	990

Automation: Revel systems scores full marks for its automation features. It effectively covers all automation needs of the Canal Lounge such as live ingredient stock level tracking, and low stock notifications.

Customer Service: Revel systems is known to have exceptional customer service and is an area where the company excels. Customers are known to be served quickly and effectively by a live person moments after contacting the customer service line.

Revel Systems' score is justified due to the ease of use, automation and customer service. They're known to serve their customers quickly and effectively. Automation and ease of use was also given a perfect score due its easy and intuitive interface that was highly regarded by many customers as well as being able to track ingredient levels and receiving low stock notifications like TouchBistro. Their weaknesses lie in functionality and cost. As cost is low, there are many additional add-ons which raises the monthly cost, it results in the vendor becoming too expensive for the owner. In relation to functionality, customers have mentioned that the lack of customization makes it difficult for customers to customize their system to their liking.

16.4 TradeGecko

Full Mark: 85

Ease of Use: TradeGecko is given a mark of 1 out of 1 for its ease-of-use. The UI is user friendly, and its processes are straightforward, according to online customer reviews. There is no training available as the software is already easy enough to learn just by utilization.

Functionality: TradeGecko is marked 0.6 out of 1. The main reason it loses points is because it does include a POS system, as mentioned before this would require integration with Canal Lounge's existing POS system. On another hand, the company focuses primarily on e-commerce inventory tracking and warehousing tracking, its restaurant inventory tracking module is a complimentary service offered by the company.

Cost: Although TradeGecko offers a 14-day free trial period, its monthly subscription fee is relatively high compared to its alternatives. In fact, it ranks as the second priciest option after Zoho.

This vendor has a charge for the implementation of their software. This will include the data migration and training and is a one time fee.

The yearly fee is reflected on 5 months, which is the time that the company is operational. TradeGecko offers their clients the ability to "pause" their subscription where the data would be "read-only" access until it is unpaused. We have also included a 2% average inflation fee to each subsequent year.

API calls mean that each time that the Cluster POS system receives information, it would need to transmit that information to the vendor's system. There is a fee associated with this fee per year.

For the training, we have assumed that the company will start by training 3 staff (approx. half the workforce) to begin. This along with the training for the owner should be more than enough to integrate the system. Furthermore, we are calculating that training will take 14 days, 3 hours per day. Based on this initial amount, we have calculated 15% each subsequent year for training upkeep or additional training.

Finally, since Canal Lounge does not currently have access to Wifi on the boat, they would need to install a SIM powered modem.

The score is calculated as follows:

$$S = (LP \, x \, W) \, / \, TCO$$

Where LP is the lowest priced option (TouchBistro), W is the weight, and TCO is the Total cost of 5 year ownership.

$$S = (6,962 \, x \, 20\%) \, / \, 9,138$$

$$S = 0.15/0.2 = 0.8 \, (rounded)$$

Which is why TradeGecko has received a score of 0.8.

Total 5 Year Cost: ~$9,138 CAD

Table 13: TradeGecko Total Cost

TradeGecko - 5 Year Cost of Ownership					
	Year 1($)	*Year 2($)*	*Year 3($)*	*Year 4($)*	*Year 5($)*
Migration and Implementation	550	-	-	-	-
Yearly fee (inc. Inflation)	$89 x 5* = 445	454	463	471	480
API calls	250	250	250	250	250
Employee Training	17.5 x 3 x 14 x 3 = 2,205	330	330	330	330
Router/Modem/ Wifi	300	300	300	300	300
Total($)	3,750	1,334	1,343	1,351	1,360

Automation: The automation mark for TradeGecko is 0.8 out of 1, the sole reason for it to lose points in this area is because it does not include low stock notifications which is an important feature for the owner of the Canal Lounge.

Customer Service: According to TradeGecko reviews, it is difficult to get quick responses to questions in real-time. Their customer service team is not the fastest according to unhappy online reviews. It is given a mark of 0.8 out of 1 for this reason.

With a score of 74, TradeGecko has more weaknesses than strengths. Their weaknesses lie in functionality, cost, automation and customer service. As receiving low stock notifications is not included in their system, it is unable to fit the needs of Canal Lounge. TradeGecko's customer service has been quite negative as customer satisfaction is low due to slow service it provides. The positive side to cost is that the vendor offers a 14 day trial period but on the negative side, the additional costs are relatively high compared to the other vendors. The only strength for TradeGecko is the user-friendly and straightforward user interface.

16.5 NetSuite

Full Mark: 80

Ease of Use: NetSuite's UI is not as user friendly as some other inventory management suites. Many reviews have complained about the same issue; the UI components are clumped up together and difficult to navigate.

Functionality: In terms of functionality, NetSuite scores an 0.8 out of 1. Similarly to some other alternatives, NetSuite does not include a POS system which adds an additional required step to set up the integration. Overall, NetSuite covers all requirements needed by the Canal Lounge's inventory management system, notably, replenishments alerts and live inventory tracking. NetSuite is also better suited for larger companies and big startups.

Cost: NetSuite's base monthly fee is affordable and well in range of the owner's budget. However, the prices of important additional add-ons are pricey relative to the base expense for the software. Consequently, NetSuite's score is 0.6 out of 1 in terms of cost.

This vendor has a charge for the implementation of their software. This will include the data migration and training and is a one time fee.

The yearly fee is reflected on 5 months, which is the time that the company is operational. NetSuite offers their clients the ability to "pause" their subscription where the data would be "read-only" access until it is unpaused. We have also included a 2% average inflation fee to each subsequent year.

API calls mean that each time that the Cluster POS system receives information, it would need to transmit that information to the vendor's system. There is a fee associated with this fee per year.

For the training, we have assumed that the company will start by training 3 staff (approx. half the workforce) to begin. This along with the training for the owner should be more than enough to integrate the system. Furthermore, we are calculating that training will take 14 days, 3 hours per day. Based on this initial amount, we have calculated 15% each subsequent year for training upkeep or additional training.

Finally, since Canal Lounge does not currently have access to Wifi on the boat, they would need to install a SIM powered modem.

The score is calculated as follows:

$$S = (LP \; x \; W) \, / \, TCO$$

Where LP is the lowest priced option (TouchBistro), W is the weight, and TCO is the Total cost of 5 year ownership.

$$S = (6,962 \; x \; 20\%) \, / \, 8,840$$

$$S = 0.16/0.2 = 0.8 \, (rounded)$$

Which is why NetSuite has received a score of 0.8.

Total 5 Year Cost: ~$8,840 CAD

Table 14: NetSuite Total Cost

NetSuite - 5 Year Cost of Ownership					
	Year 1($)	Year 2($)	Year 3($)	Year 4($)	Year 5($)
Migration and Implementation	500	-	-	-	-
Yearly fee *(inc. Inflation)*	$89 x 5* = 445	454	463	472	481
API calls	200	200	200	200	200
Employee Training	17.5 x 3 x 14 x 3 = 2,205	330	330	330	330
Router/Modem/ Wifi	300	300	300	300	300
Total($)	3,650	1,284	1,293	1,302	1,311

Automation: 0.8 out of 1 is the grade given to NetSuite's automation criterion. The simple fact that API calls are required to connect NetSuite to the current POS system reduces system performance in terms of speed and reliability.

Customer Service: Full marks are given to NetSuite in terms of customer service, as a subsidiary to Oracle which is a large well-established company, its customer service is vast and ready to answer even with a high influx of calls.

Like TradeGecko, NetSuite's score is nearly identical. With a score of 75, weaknesses lie all criterias except customer service. Netsuite's UI (user-interface) is quite difficult to navigate which has been a common complaint amongst customers. Functionality meets the needs of the Canal Lounge, thus the only downside is that it does not include a POS system. While cost is affordable, the additional add-ons have made the monthly cost too expensive for the owner, thus making NetSuite an unsuitable vendor for Canal Lounge. As NetSuite is a

subsidiary of Oracle, Customer service is the only criteria that fits the needs of Canal Lounge due to its quick and responsive service.

17.0 Vendor Recommendation

Based on the needs of Canal Lounge, we would recommend TouchBistro as the best SaaS solution. One of the key reasons for this recommendation is TouchBistro's score on the above decision grid. Features such as ingredient tracking feature, which enables Canal Lounge to keep track of the inventory at an ingredient level, ensuring that they never run out of important items by notifying the owner when to restock when a product reaches a certain threshold, will provide a reduction of waste and lower costs. The ingredient tracking feature also allows for accurate menu pricing, providing the bar/restaurant with the ability to adjust prices based on the cost of ingredients.

Additionally, TouchBistro is a low-cost solution compared to other SaaS providers in the industry, making it an ideal choice for Canal Lounge that may have budget constraints. Especially since the business operates seasonally and must be able to stop its payments during the off-season. TouchBistro offers flexible pricing plans that cater to the unique needs of different types of establishments, including bars and restaurants, so the owner can choose a plan that fits their budget and needs.

Finally, TouchBistro's ease of use makes it a practical solution for Canal Lounge, especially since the owner isn't very tech savvy. Its intuitive user interface is easy to understand and enables staff to quickly learn and use the software, reducing training time and increasing efficiency. This ease of use also minimizes the potential for errors, ensuring that orders are accurately recorded and processed.

Overall, TouchBistro's ingredient tracking feature, low cost, and ease of use make it the best SaaS solution for Canal Lounge, providing the tools needed to run an efficient and profitable establishment. The owner faced an important problem by manually keeping track of everything in the business, particularly keeping track of his inventory efficiently. This problem strained the potential of the business to grow and caused a lot of stress for the owner. With this solution, the owner will have a much better view of his business and a much stronger understanding on how he can grow his business while also reducing his

workload. The automation of tasks such as inventory tracking will be a huge relief for the owner, allowing him to focus on other areas of his business venture.

18.0 Contract Clauses

When making a recommendation for a business to sign a contract, it is crucial to highlight the contract's clauses and implications that may affect the venture. Specifically, for small businesses, it is important to pay attention to clauses related to critical aspects such as payments and data privacy. Being aware of such clauses can help the business to make informed decisions and ensure that their interests are protected. We have reviewed both TouchBistros' Terms of Use (ToU) and their Terms and Conditions (T&C) (Appendix 6) and a list of the important clauses are outlined below:

- Use of Service (T&C S.7): Merchants are allowed to use the TouchBistro service solely for the purpose of processing payments and managing restaurant orders.
- Fees (ToU S. 2): TouchBistro charges fees for its services, which vary depending on the plan chosen by the merchant. The fees are subject to change at any time.
- Ownership (ToU S.3): All content included in the TouchBistro Software or any of its related software remains the property of TouchBistro, this includes any information or content made available by the merchant to TouchBistro.
- Data Security (ToU S.12): TouchBistro takes data security very seriously and takes measures to protect merchants' personal and financial information.
- Termination (T&C S.19): TouchBistro reserves the right to terminate the agreement at any time if the merchant violates any of the terms and conditions.
- Warranties and Liabilities (ToU S.16): TouchBistro makes no warranties regarding the service and is not liable for any damages or losses incurred by the merchant while using the service.
- Indemnification (ToU S.17): Merchants agree to indemnify and hold TouchBistro harmless from any claims, damages, or liabilities arising from their use of the service.
- Governing Law (ToU S.19): The agreement is governed by the laws of the province of Ontario, Canada.

Overall, the TouchBistro Merchant Terms of Use and Terms and Conditions outlines the rules and regulations that merchants must follow when using the service and emphasizes the importance of data security and protecting merchants' personal and financial information.

19.0 Privacy Plan

During the implementation of the new inventory management system data will be viewed by and transmitted to TouchBistro. The vendor has a comprehensive privacy policy which can be viewed in Appendix 6.3. Below we will detail the salient component of this policy to ensure that Canal Lounge is comfortable and informed about how their data will be stored, accessed and protected. In this section, any reference to services relates to not only the inventory management platform, but any additional use of any other service TouchBistro provides. Some of this information does not relate to the sole use of the inventory management system, it relates to the other modules that are associated with this system. We have outlined them below in the possible chance that Canal Lounge decides to expand their use of TouchBistro's system beyond the use of just inventory management.

19.1 What Data will be Collected and How?

In this section we will list the information which will be collected by TouchBistro. While The following information about Canal Lounge will be collected by TouchBistro (Section 2):

- Identification Information: Name, email address, phone number, and mailing address.
- Company Information: Tax identification numbers, billing information, banking and payment card information.
- Communication Information: Emails to customer support, messages or communications through the TouchBistro website.
- Promotional Information: Any contests, promotions or surveys Canal Lounge chooses to participate in (can include photos, videos, messages or other content provided).

If Canal Lounge chooses to partake in the payment service, another service that is included in the the subscription fee, TouchBistro will also collect (Section 2):

- **Personal Information**: In addition to the identification information mentioned above they will also collect date of birth, social security number, social insurance number and government identification documents.

For the employees of Canal Lounge, TouchBistro will collect (Section 2):
- **Personal Information**: Name, email address, mailing address, phone number and any other additional information the employee chooses to provide (optional).
- **Employer Provided Information**: Role, compensation, job title and hours worked.

For customers of Canal Lounge who use certain services (such as the reservation feature if Canal Lounge decides to integrate it), TouchBistro will collect (Section 2):
- **Contact Information**: Name, phone number, email and delivery address.
- **Other Information**: Demographic information and other information the customer may choose to provide such as date of birth, anniversary date, occupation, gender, health-related information.

For anyone who visits the TouchBistro website or uses their online services (such as to place an online order), the following information is collected (Section 2):
- **Transaction Information**: When and where the transaction occurs, the name of the transacting parties, history of goods/services ordered, payment method and amount, billing and shipping information and the devices and payment methods used to complete the transaction.
- **Location Information**: Geolocation (can be enabled).
- **Device Information**: Hardware model, operating system and version, unique device identifier and information about the device's interaction with TouchBistro's services.
- **Use Information**: Access time, browser type and language and Internet Protocol (IP) address.

This information will be collected either through communication; when Canal Lounge set up their account with TouchBistro they will need to provide them with certain information. Or, automatically through the use of any of TouchBistro's services. If employees or customers choose to include additional information when interfacing with any of TouchBistro's services, the vendor will collect that information.

19.2 How will Data be Used?

TouchBistro may use any information they collect to provide Canal Lounge, and any related parties, with services they requested and other related services such as (Section 3):
- Confirming identity,
- Provide updates, support and training related to the services, and
- Process transactions and payments.

TouchBistro may also use the information to communicate and provide information such as (Section 3):
- Sending important notices (e.g., changes to terms and conditions),
- Sending surveys, and
- Sending updates or newsletter.

TouchBistro may also use this information to help import the functionality of their system and develop new products and services.

It is important to note that TouchBistro does not sell the personal information they collect, however they may share it.

TouchBistro explains that that may share any data (Section 4):
- With subsidiaries and affiliates to facilitate services,
- With applicable merchants so that they may provide the service requested (in the case of a customer requesting services),
- With third parties to provide, maintain and improve their services (the third parties are contractually obligated to keep information confidential),
- With third parties who run advertising or other marketing campaigns (the third parties are contractually obligated to keep information confidential),
- In connection with or during any negotiation, reorganization, merger, sale, financing, acquisition or dissolution of all or a portion of TouchBistro,
- In order to comply with any applicable law, regulation, legal process or government request, and
- To protect their own rights or property from hard or illegal activities.

TouchBistro also reserves the right to share aggregate or de-identified information without restriction.

19.3 How will Data be Stored and Protected?

TouchBistro takes precautions, including administrative, technical and physical measures, to protect their clients information against loss, theft, misuse, unauthorized access, alterations and destruction (Section 4).

The vendor uses Secure Sockets Layer (SSL) encryption and other features to protect personal information and suggests that Canal Lounge also use this encryption when transmitting data. TouchBistro does not guarantee the security of information transmitted to them from potential outside circumvention.

TouchBistro uses service providers outside of Canada to process information, however the information is stored on servers located in the United States.

They will retain all personal information for the service period, unless a longer retention period is required by law. Canal Lounge does have the right to request TouchBistro delete their information.

19.4 What can Canal Lounge do?

Considering that TouchBistro has a more than adequate policy in place to secure the data that they are entrusted with, Canal Lounge does not need to implement additional security on their end. It would not be a worthwhile investment of time or money. However, there are certain best practices that the company should follow to ensure they do their part in protecting their information.

Some examples include:

- Ensuring all devices are password protected and have the latest malware detection abilities.
- Ensuring their WiFi is password protected.
- Ensuring that the devices are security locked away when not in use.
- Using encryption software, or trusted websites when sending private information.

20.0 Implementation Plan

20.1 Overview

The purpose of this implementation plan is to ensure a smooth and successful transition from the current inventory management process to the new TouchBistro platform. The implementation plan will outline the steps that need to be taken to install and configure the new software, as well as the training needed to ensure the software is working effectively. This plan will act as a roadmap to help ensure a smooth transition, identify any potential risks and secure a timely delivery.

The system being implemented is the TouchBistro software which will be used to track and manage the inventory needs of Canal Lounge. TouchBistro was chosen after careful consideration and we feel it will meet, and exceed, the needs of the company. However, to do so, the system needs to be tested and users need to be trained.

Furthermore, since TouchBistro's system is bundled with their POS system, it makes financial and practical sense to have Canal Lounge adopt this new POS as well. We have analyzed the risk of implementing two new systems at once, however, since the company has been using their old POS (Cluster) for only one season, we feel that now would be the best time to re-train their staff to use TouchBistro. The interface and functionality of both systems are very similar so we feel that this will be a relatively simple move.

It should be noted that prior to any deployment or implementation plan commencing there will be a period of contract negotiation with the vendor. We expect this process to take between 2 to 4 weeks as we have not identified any clause in the vendors contracts that could pose a problem for Canal Lounge.

Given the fact that Canal Lounge is a seasonal business we have identified two possible schedules for the implementation.

20.1.1 Schedule 1 - Off-Season

If we begin the implementation of TouchBistro during the off season (between September to May) we will be able to allocate full focus on the testing and training of the new system. Employees will not need to take extra time to work on training outside of their regular duties. We will also be able to mitigate some risk as there will be less pressure in case the implementation schedule needs to be increased or more training is needed.

The disadvantage of this schedule is that we will not be able to test, and subsequently train, in a live scenario. We will not be able to see how the system will interact with the actual business processes already in place in other aspects of the business. This could cause certain scenarios to be overlooked, or for training to only take place in "perfect situations".

In Schedule 1 we will aim for the first day of the implementation to begin on April 15th. This will allow us to complete the implementation approximately two weeks before the re-opening of the location. We do not want to start too early so that we may ensure that all required staff are available.

20.1.2 Schedule 2 - On-Season

The other possibility is to schedule the implementation so that the testing and training take place once Canal Lounge re-opens their doors. As explained in schedule 1, this will allow the system to be tested in its actual process state. Clients will be making orders, suppliers will be bringing in new inventory and the staff will be using all real information. This would be the best to see how the software will actually perform in the future.

However, this schedule comes with higher risks. This will increase the amount of work for the owner and employees as they will be expected to test and train on the system while also working their normal job. It could be stressful for those involved to have to work on a new system at the same time as re-opening the business.

In Schedule 2 we will aim for the first day of the implementation to begin on May 26.This will allow Canal Lounge to prepare and migrate their data before they need to focus on their re-opening, and then we will be able to begin testing and training while the bar is opened so that we can use live data.

Both schedules have their pros and cons that have to be carefully considered when finalizing the implementation plan. While the desired deadline for the implementation is 30 days, either schedule will be 27 days from the start of the site preparation until the end of the re-migration. This will give a 3 days grace period in case certain unforeseen circumstances arise.

20.1.3 Assumptions and Considerations

Below are the assumptions and considerations we have factored into the implementation of TouchBistro. The assumptions are details that we consider to be true for the purpose of this plan. The considerations are details that we have taken into account when creating this plan.We based the assumptions and considerations on communications we have had with Canal Lounge, as well as past experience.

We have made the following assumptions:
- Resource Availability: If Schedule 1 is selected, we assume that Canal Lounge will be able to call back employees in the off season for the testing period.
- Time Period: We are assuming that the staff will be able to set aside a period of 3 hours (minimum) for each day of testing/training that they will be part of.
- Negotiation: We assume that the negotiation will happen prior to the start of the implementation and that it is successful.
- Weekends: We have included weekends in our schedule since Canal Lounge is open and has staff present on these days.

We have made the following considerations:
- Schedule: The desired timeline for the completed implementation is 30 days from the end of contract negotiations.
- Budget: Canal Lounge would like to keep the initial investment required for this implementation under $3,500.00. As for the use of TouchBistro's system, Canal

Lounge is willing to pay $200.00 per month. As for on-going costs from year to year, we would like to keep them below $1,000.00, subject to change.

- Resource Availability: Since the system will be implemented in parallel with their current system, we need to consider that the workload for the employees and owner will increase for a period of time.

Keeping the above in mind we have tried to ensure that the suggested plan is flexible enough while still meeting the schedule and budget needs of the company.

20.2 Deployment Plan

The deployment plan will outline the timeline for the preparation, installation, migration, testing and training of the TouchBistro software. A Gantt Chart (Appendix 7) has been included to help illustrate the project schedule.

20.2.1 Conversion

In our implementation plan we have studied all the possible conversion methods. The conversion methods are the way in which we will transition Canal Lounge from their old inventory management system to the new system with TouchBistro. Since Canal Lounge has a relatively simple inventory tracking process at this time, we suggest that TouchBistro be implemented in parallel with the old system. This means that for a period of time, both systems will be running simultaneously. If Canal Lounge chooses to go with schedule 1, Bernard Roach will have ample time to run both systems simultaneously. If we go with schedule 2, it is true that this option will cause a double-up on the current workload, but it will also help to ensure that the company experiences minimal disruptions to their business flow and mitigates risks that would be associated with other methods.

Another benefit of the parallel method is that, since the old system will still be being updated, once the testing phase is complete of TouchBistro we will scrub the database and re-migrate the updated data. This will alleviate the worry of testing in a live environment and there is no fear of deleting or altering important data.

We anticipate that we will need to maintain both systems for approximately 30 days <u>after</u> the testing and training is complete. This time will allow the users to get comfortable with the new system while also giving the owner the piece of mind that there is a back-up in case there are some initial bumps along the road.

For the implementation of the POS system however, we will not be able to have both systems running at the same time. Given the similarities of the old and new POS system, we feel that the plunge method will be appropriate.

In the plunge method we will choose a change over date and then just go from the old POS to the new one on that day. There are of course risks involved in this, but we feel that once we do some training on it, the staff will be comfortable to start using it immediately.

20.2.2 Site Preparation - 2 Days

First, we must ensure that the company's location is prepared for the implementation of this new software. The first thing that will need to be procured is a modem that is enabled with WiFi using a SIM card. This will not be hard to implement and we expect that the installation of the device will take no more than a few hours.

We also need to ensure that all laptops and mobile devices that will access the system are updated to the most current system and that the devices are password enabled to ensure the safety and security of the data.

Once we have confirmed that the devices are up to standard we will access the platform. Profiles will already be created by TouchBistro however we will take the time to review the information and get familiar with the interface.

Furthermore, If Canal Lounge decides to also implement TouchBistro's POS system the preparation will not be much longer. Since the TouchBistro POS system works on IOS, the iPads that Canal Lounge currently uses for their POS system will be used to download the new software. As well, TouchBistro offers a hardware package for the POS system if in the future Canal Lounge wants to update their equipment.

20.2.3 Data Preparation - 4 Days

The next step is to ensure that the data is ready for migration. This process will include reviewing and cleaning up irrelevant information that will not be transmitted into the new system. In this step we will consolidate all the current inventory documents into one excel which we will use to transmit the information to TouchBistro. We will also use that consolidated document to maintain the old system while we are implementing the new platform in parallel.

Fortunately, TouchBistro has an implementation team who will aid in this process. Their specialists will be able to upload the data into their system by converting the excel files into .cvs files. This will greatly reduce the time needed to transcribe all the data into the new system. And by being able to input the actual data, Canal Lounge will be able to test the system with actual information that pertains to their situation.

For the POS System there is no data that needs to be prepared. TouchBistro's implementation team will simply have the accounts created and ready for the training.

20.2.4 Testing - 7 Days

The testing phase is a very important part of the implementation of a new software. In this phase, Canal Lounge can conduct tests to evaluate how the system will perform under various scenarios, thereby ensuring that it operates according to its intended functionality. The users should test the system not only on their everyday cases, but also get creative so that edge cases can be reviewed.

Unfortunately TouchBistro does not offer a test environment, or "sandbox", where the users could test the platform without affecting their actual data, however since we will be launching the software in parallel with maintaining the old system we do not have a risk of data loss.

Testing will overlap with the training. The reason for this is that we want the users to first test the system before they receive formal training so that we can test the intuitiveness of the software. As the testing progresses, users will begin their training in parallel and thus be able to perform a more comprehensive testing.

It is expected that the owner, waitstaff and kitchen staff are part of the testing as they all have unique perspectives of the system.They should keep the desirable criteria listed in section 13 in mind while performing the testing. We aim to verify that the system is functioning correctly for every distinct group of users. To do that, over the 7 day period, users will test the system and take note of:

- Was the initial set up easy?
- Was the interface intuitive and user friendly?
- Have I obtained the desired outcome while performing a specific task?
- Are there any bugs or glitches that interfere with the performance?
- Is the system responsive? Do I have to wait a long time for information to load?
- Are there any errors that should be noted?
- Do I know who to contact if I run into certain problems?
- Do I receive automatic updates? Are they timely?
- Does the system meet expectations?
- Does the system have all the expected functionalities?
- Are there any additional features that would be helpful?
- Are there any security concerns?

Furthermore, testing should be done at different intervals in the day, with different amounts of users in the system and on different devices. A detailed task list can be found in Appendix 8.

The POS system will also be tested but we expect that this portion should only take a day and will be done simultaneously with the inventory management system testing. The reason being that the POS system is so similar to the Cluster System already in place it should need minimal time.

Once testing is complete, Canal Lounge will be ready to push the software company wide. However, this will pose a new obstacle. Change can be difficult for people in both their personal and professional lives. New processes can be met with resistance, confusion or outright turmoil. This is why a change management plan is essential.

20.3 Change Management Plan

A change management plan will help prepare the employees and company as a whole for the move to the new software. Pushback is to be expected, however by communicating clearly and providing ample training we are confident that Canal Lounge's employees will enthusiastically welcome the TouchBistro platform.

We have detailed plans below on how we will communicate and train the staff as well as how we will maintain the system going forward. We want to make sure that everyone involved in this implementation is informed, and feels comfortable giving their feedback.

20.3.1 Communication Plan - Ongoing

Communication is the cornerstone of any well-conceived plan. To ensure that all parties involved are in agreement, stakeholders must be kept well-informed and consulted throughout the process. Information should be free flowing and we want to promote a feedback loop with users. For the implementation of the TouchBistro system we have identified the following stakeholders:

- Bernard Roach
- Canal Lounge Team:
    - Waitstaff
    - Kitchenstaff
    - Administration
- TouchBistro Team:
    - Project Manager
    - Implementation and Training Team
    - Support Team

All of the stakeholders of this project will have the following information needs:

- Details and explanation on the policies, implementation and deployment plans,
- Updates on the progression of the implementation and deployment plans,
- Feedback on the process,

- Early detection of any issues that arise during the implementation and deployment, and
- Updates on the schedule and budget expenditures during the process.

As important as communication is in the implementation of a new system, we must also ensure that responsibilities are clearly distinguished and conveyed which is why we have included a RACI chart in Appendix 9. A RACI Chart will indicate who is responsible, accountable, consulted and informed for different tasks.

Prior to the implementation of the system, Canal Lounge will communicate with their employees regarding the change. We want to clearly inform the staff that there is a new system being put in place, the reason for it, how it will change and support daily life and why it will benefit them. We will also allow time for questions. We want to make sure that the team does not feel that this decision was made without them in mind and we want to hear their point of view.

Open and frequent communication will help with the overall change management. People can be adverse to change when they are kept in the dark. We want our users to understand why the system is being put in place, how it will affect them, how it will benefit them and the company and we want them to provide us feedback. Creating a feedback loop is important as it will allow Canal Lounge to continuously monitor, evaluate and improve the process. If users need additional resources, the company can act quickly.

Finally, if any unforeseen issues arise, Canal Lounge will need to be able to communicate with the vendor and staff and vice versa. Canal Lounge owner, Bernard Roach, will be responsible for relaying any problems to the TouchBistro Project Manager. Most communication will happen by email, unless there is urgency, then in that case it will be done by phone. Both Roach and the Project Manager will be responsible to communicate the situation and plan to their respective teams.

If there are mundane questions or other small issues that can be dealt with between the Canal Lounge employees and the TouchBistro Support team, they can refer to the table below with the contact information.

Table 9: Point of Contact

Name	Contact	Responsibility
Bernard Roach	info@canallounge.ca	Point of contact for all communications for Canal Lounge.
Canal Lounge Team	Personal Contact Details[1]	Communicate any issues or suggestions they have on the system with Roach. Contact support to help on basic questions.
TouchBistro Project Manager	Contact Details (To be provided after contract negotiation)	Point of contact for all communications for TouchBistro to ensure a smooth process.
TouchBistro Implementation Specialist	Contact Details (To be provided after contract negotiation)	Will organize and lead the implementation including ensuring that the data is migrated, training staff and providing documentation
TouchBistro Support	416-363-5252 support@touchbistro.com	24 hour support for questions or problems encountered with the system.

[1] It is assumed that while certain Canal Lounge Staff may reach out to the TouchBistro team, other than responses to those inquiries, all other communication will flow through Canal Lounge owner Bernard Roach.

20.3.2 Training Plan - 14 days

Prior to the company wide launch of TouchBistro, Canal Lounge's staff need to be trained. A comprehensive training plan will allow the users to feel confidence in the system and should alleviate some of the stress of implementing new technologies.

We will break the training up into three blocks:

Training Block 1: Introduction and Basics (3 days)
- Introduction of the system and its function
- Explanation of why training is necessary
- Overview of the inventory management process

- Updating account settings
- Basic functions (adding new products, using the POS, adjusting quantities)

<u>Training Block 2</u>: Advanced Use (4 days)
1. Generating reports
2. Automation process and procedure
3. Returns and refunds
4. Customizing dashboard

<u>Training Block 3</u>: Review (7 days)
1. Review of all functions and processes
2. TouchBistro's support system
3. Feedback and suggestions
4. Practice cases and other practical applications

Throughout each block we will refer to the specific list of tasks (Appendix 8) to ensure a comprehensive and complete training. The actually training itself will include:
- Training Videos: Provided by TouchBistro which can be found at: https://help.touchbistro.com/s/article/online-ordering-staff-training
- Documentation: Provided by TouchBistro which can be found at: https://help.touchbistro.com/s/article/online-ordering-staff-training
- Live Training: TouchBistro's implementation team can provide live training sessions to go over certain key functions.
- Practice Cases: The best way to learn is to do. We will ask the users to train with practice cases so that they can get a feel for the interface without being instructed.
- Support Resources: Users can access TouchBistro Support on their site to search any questions they may have during the training and testing period.

While it is true that self-directed learning techniques like video tutorials and documentation are not the most beneficial, we feel that a mix with the actual live training sessions and practical applications will help reinforce what is learned (Harpham, 2018).

As stated earlier in the testing phase, we will conduct these two phases simultaneously as the testing phase can also serve as practice cases for users to become

familiar with the system. Prior to starting Block 1, users will have an opportunity to test the system's intuitiveness. Subsequently, we will overlap the testing and training phases.

An essential aspect of the training will be equipping users with the necessary skills to use the system confidently and providing them with the tools to resolve any future issues. To achieve this, we will include training on how to contact TouchBistro's support and where to find answers to their queries.

Finally, in Block 3 we will ask the users for their feedback and suggestions. This is important for two reasons. First, we want to collect the feedback of the team as they offer valuable insight into the everyday use of the system. They will have a perspective different from that of the owner. Second, we want to ensure that the team feels that their ideas and concerns are heard. Change can be difficult, but if people feel that they are part of the conversation and not an afterthought, it will be an easier process to follow.

20.3.3 Re-Migration - 3 days

Since TouchBistro does not have a sandbox environment to complete the system testing and training, it will all have been done in the production environment. This means that the data will no longer be reliable and accurate as it will have been manipulated during these phases. Fortunately, since we will be maintaining the old system for a period, we will have accurate data there.

Once testing and training is complete, we will begin the process of "wiping" TouchBistro and re-migrating the data from the old system (through the use of excel sheets). We have allocated 3 days to this process to give time to prepare the excel sheets, transmit them to TouchBistro and have the data uploaded. At the end of this process, the information in the new platform will be accurate and the staff will be ready to move forward with it. This day will be the day that the POS system is switched from Cluster to TouchBistro.

20.3.4 Performance Monitoring - 30 days

Once the TouchBistro system is fully implemented and the old inventory tracking system has been abandoned we will continue to closely monitor for approximately 30 days. In this time, the owner of Canal Lounge will assess how the system is performing, how the staff

have adapted to it and if he is getting the results he expected. This will allow us to make small changes to truly optimize this project.

After the 30 day monitoring is complete, we will be able to end the parallel deployment and the owner can stop using Excel to track and record the information.

20.3.5 Maintenance Plan

After the monitoring period, the expectation is that the system will be fully integrated into Canal Lounges business processes. However, over its lifetime there will be maintenance that needs to be done.

As new employees join the company, they will need to be trained on the system. As outlined in the training process, there will be documentation and videos that they will be able to follow. We also suggest that there is a designated "trainer" elected amongst the existing staff so that they are in charge of transmitting knowledge to the new hire. Canal Lounge plans to put an amount of fund aside each year for training should they need, as outlined in the budget.

There will also be the need to periodically update the system which will be easy as TouchBistro will push these updates live. However, if hardware is required to be updated; such as the iPad or other POS devices, TouchBistro offers a payment plan and will be able to provide these new hardwares.

In the event that Canal Lounge encounters a bug in the system or another critical issue, they will be able to contact TouchBistro's 24 hour support who will be able to help resolve the issue.

21.0 Conclusion

In conclusion, the Canal Lounge's success can be further maximized by implementing an efficient inventory tracking system. This report has outlined the mandatory and desirable criteria and thoroughly assessed various vendors against them. Through the use of a decision grid, financial assessments, and careful consideration of contract clauses and privacy plans, the most suitable solution for the business has been recommended as

TouchBistro. Our suggested implementation plan includes a detailed deployment and change management plan, communication plan, and training plan, to ensure a smooth transition to the new system. By adopting this recommended solution, we expect the Canal Lounge to experience positive outcomes such as more accurate inventory data, improved customer satisfaction, and increased revenue.

Through our assessment we have recommended TouchBistro as the most suitable solution for our client. With its cloud-based inventory management system and real-time updates, TouchBistro is expected to lead to positive outcomes for the business, including more accurate inventory data, improved customer satisfaction, and increased revenue. While our recommended solution is expected to lead to many positive outcomes, there may be concerns and limitations such as initial implementation costs and the need for ongoing maintenance. By implementing our recommended solution, we are confident that the Canal Lounge will be able to continue providing a unique and enjoyable experience for its customers while also improving its operational efficiency and maximizing profits.

We would like to express our sincere gratitude to the Canal Lounge owner Bernard Roach for their cooperation and support throughout this project. We also appreciate the valuable insights provided by the vendors we assessed.

For any further inquiries or follow-up, please feel free to contact us. We would be happy to assist in any way we can.

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Appendix

Appendix 1.0 Porter's Five Forces

PORTER'S FIVE FORCES

THREAT OF NEW ENTRANTS

Low barriers of entry in the general Bar industry as there is not much capital investment needed. Industry does not have a strong brand inclination.

POWER OF SUPPLIERS

Alcohol is sold only by the SAQ which gives them very strong bargaining power, however since it is government organization it is regulated.

POWER OF BUYERS

Customers do not have strong bargaining power considering the Canal Lounge is the only bar on open water. However, if they are willing to go to other establishments, they can.

THREAT OF SUBSTITUTES

There are many substitutes for a bar/lounge in the Montreal area. However, Canal Lounge's distinguishing trait is that it is on a boat. There is no other competitor that can provide the same experience.

COMPETITIVE RIVALRY

The Bar/Lounge industry is competitive. Establishments try to under cut costs or offer specials (happy hour) to entice clients away from competition. Canal Lounge faces the same issue which can result in reduced profits to try to keep up.

Appendix 2.0 SWOT Analysis

STRENGTHS

Unique experience (on a boat, waterfront) and products (cocktails)
Great ambiance
Caters to different crowds

WEAKNESSES

Inexperienced owner
Lack of formalized IT system
Inefficient processes cause loss of time and resources
Maintenance costs

SWOT Analysis

OPPORTUNITIES

Tourism is growing in Quebec
Possibility to host private events

THREATS

Seasonal Business and dependent on weather
Many competitors (other bars)

Appendix 3.0 Additional Non-Functional Requirements

Security: The system should maintain security of both the data and the user's information. Since the information can be accessed from anywhere, it is important that there are features enabled (such as two way authentication or an admin account) to maintain the integrity and security of the data.

Interface with Current Software: Canal Lounge uses a POS system to play their customer's orders. The owner would like an inventory tracking software that can interface with this POS system so that it can update stock as items are ordered by the client. This would reduce the manpower needed to input information in the inventory system and result in

more immediate analytics. Furthermore, as Canal Lounge's systems change (for example going from Windows 10 to 11) the system should be able to integrate and continue working

Maintainability: The system should be well maintained and have regular maintenance and updates to fix bugs or other issues. This means that as new technologies emerge (such as going from Windows 10 to 11) the system should be able to make that technological jump without input from Canal Lounge. The owner wants these updates to be pushed to the software rather than pulled (he does not want to have to install and implement these updates himself). The system should also have documentation that is kept up to date that Canal Lounge can refer to if they have questions.

Training: The system that is put in place should include, or provide access to training. This can be either through live training, videos or documentation. As updates are pushed, documentation or videos would be expected if the updates are not intuitive or change the process flow in any way.

Implementation Timeline: Since the company is currently closed for winter, a system that could be implemented before the reopening in May would be ideal. The owner does not want a system that will take many months to put in place, rather he would like something that can be implemented relatively quickly so that the users could start their training and data entry to bring everything up to date.

Appendix 4.0 Sourcing Options Compared

	In-House	Outsource	Off-the-Shelf	SaaS
Cost	High upfront cost for implementation to hire specialists. Depending on the level of updates and support required in the future, the cost over time would vary. Costs would be mainly associated with CAPEX (Capital Expenditure) as it would be going to create an asset for the company.	High upfront cost for implementation to hire an outside company. Depending on the level of updates and support required in the future, the cost over time would vary. Costs would be mainly associated to CAPEX (Capital Expenditure) as it would be going to create an asset for the company	Low or no upfront cost depending on the need for training. One time fee required for the purchase of the product. The price can vary depending on the product, size of the business and number of users however, the price includes lifetime use.	Low or no upfront cost depending on the need for training or customization. Steady requiring cost every month indefinitely which can vary depending on the amount of staff or features desired. Costs would be mainly associated with OPTEX (Operating Expenditure) and not the creation of an asset.
Timeline	Long delay for implementation. The company will need to	Substantial delay for implementation. The company will need to	Essentially instantaneous. Possible delay if	Essentially instantaneous. Possible delay if training or

	create a plan, hire a team and implement the product from scratch. Depending on the complexity can take ~12 months. However, it will be the sole focus of the development team.	meet with the outsourcing team to plan and explain their business processes and desired product. The outsourcing company will then need to create a timeline that considers their other commitments.	training or configuration is required.	configuration is required.
Updates	The responsibility of Canal Lounge. The company will be required to stay current on any new technologies or requirements and they will need to develop and push all updates on their own.	The responsibility of Canal Lounge. The company will be required to stay current on any new technologies or requirements and they will need to engage the outsourcing company once more to implement these updates. Normally at an additional cost.	The responsibility of both Canal Lounge and the vendor. The vendor will make the updates, however, they are not usually included in the one-time fee that the company pays and will not be pushed into the active software. The company would have to purchase the upgrades from the vendor.	The responsibility of the vendor. Pushed to clients automatically and at no additional cost. Vendors normally stay very current on updates in the market.
Data and Security	Canal Lounge would be responsible to manage and secure all their data and information. Furthermore, they would be responsible for creating back-ups and redundancies in case of loss of data.	The outsourcing company would be responsible to code the security and backups into the system as specified by Canal Lounge.	The vendor may be responsible to ensure that data is secure. But it would be the responsibility of Canal Lounge to make any necessary backups.	The vendor is responsible to ensure that data is secure and backed up. They usually have redundancies and service level agreements in place to meet the needs of their clients.
Support	Canal Lounge would need to provide all support to any system users themselves. Depending on the staff hired, usually only one level of support.	The outsourcing company may provide support to the users, however, it would be at an additional fee. Most of the time, the outsourcing company would work to train Canal Lounge to provide the support on its own.	The vendor will normally include some level of support with the product, however this may not include tiers or 24 hour service.	The vendor is responsible to provide support to the company. Depending on the vendor support may be offered in different packages (24 hours vs set hours per day) and in different manners (phone vs email vs chat). Most SaaS vendors also have tiers of support if the

				problem is above a certain level.
Accessibility	Canal Lounge would be able to implement the accessibility that they desire.	Canal Lounge would be able to implement the accessibility that they desire.	Normally off-the-shelf licenses are sold for a single device. In these cases the user would not be able to access the software through their mobile or tablet. However, depending on the type of product, many OTS systems do not require the internet to connect. Therefore the information can be accessed without the network.	Most SaaS products offer users the ability to log in across multiple devices. Since the product is usually web-based, this means that as long as a device has access to the internet, they should be able to access it. However, if there is no connection available, the data will not update or may have issues being accessed. Not all SaaS offer offline access.
Scalability	In house development is scalable as long as the personnel and resources are available, however, it is mostly upward scalable. If the company expands and needs more users or features they can do so. But if the company wants to downsize, they can remove users but the cost and time would have already been sunk in the initial creation of those users.	Outsourced development is scalable but would come with additional costs. If the company expands and needs more users or features they can do so. But if the company wants to downsize, they can remove users but the cost and time would have already been sunk in the initial creation of those users.	OTS products can be scalable. Canal Lounge can purchase additional licenses as needed in the future however there may be certain differences between the version currently used by the company and the new one on the market when they purchase it. Furthermore, this option cannot be backwards scalable, if the company wants to reduce the amount of licenses they have they will not get a refund.	SaaS are highly scalable. Most vendors offer package deals depending on the amount of users. The company can simply add additional users in the future without needing to pay for them today. Generally speaking the company will also be able to scale down (reduce the number of users) in their off seasons.
Customization	Total customization is possible if the product is developed in-house. Dataflow and design can be personalized however the company wants as long as they have the	Almost total customization is possible. The only possible block would depend on the skill level or specialization of the outsourcing company staff. However, in this	Very little to no customization. The product comes as-is and is usually produced to fit the masses, not the specific needs of any one company. In certain cases,	Very little to no customization. The product comes as-is and is usually produced to fit the masses, not the specific needs of any one company. In certain cases, vendors

	personnel to implement the features.	context, the company would be able to customize every aspect of the software.	vendors will offer additional small customization options but these generally are at an additional cost and would be very basic.	will offer additional small customization options but these generally are at an additional cost and would be very basic.
Staffing Requirement	Extensive hiring is required. Need to find staff with different specialties to implement the different aspects of the system. Once the initial software is implemented it will still require staff on hand for updates and support.	Low additional hiring is required. Possible need to hire a project manager or additional team member to liaison with the outsourcing company.	No additional staff is required.	No additional staff is required.
Control	Complete control. Not only would the company have complete control over the direction and process, but they would also own the source code of the software which means they can do with it as they please. The company also has complete control over the data, security and where information is stored.	Moderate control. The company would be able to dictate the direction and features they want in their software, however the outsourcing company would be able to give their expertise, opinion and input. Depending on the contract signed with the outsourcing company, Canal Lounge would probably also own the source code in this case.	Low to no control. Canal Lounge cannot dictate which features they want or how they want the program to run. The vendor is the one with control over the direction of the software.	Low to no control. Canal Lounge cannot dictate which features they want or how they want the program to run. The vendor is the one with control over the direction of the software. In certain cases, requests can be made to the vendor to have data stored in certain locations (for example not having data stored on foreign servers) but for a company the size of Canal Lounge this will probably not be the case. If the vendor wants to increase prices or not resign a contract with the company in the future they also have no control over this.As well, Canal Lounge does not own any part of the software.
Compatibility	Canal Lounge would not need to worry	Canal Lounge would not need to worry	Would need to confirm that the SaaS	Would need to confirm that the SaaS is

	about compatibility since they are designing the software from scratch, they can ensure that it is compatible with all other programs that the company currently uses. Depending on the API situation with the other programs that the company uses, they might even be able to interface between them.	about compatibility since they are designing the software from scratch, they can ensure that it is compatible with all other programs that the company currently uses. Depending on the API situation with the other programs that the company uses, they might even be able to interface between them.	is compatible with the current systems that Canal Lounge is using. Since the company uses a recent version of Windows they should have no issues with compatibility. However, they will probably not be able to interface with their other software unless the vendor has created an API to do so.	compatible with the current systems that Canal Lounge is using. Since the company uses a recent version of Windows they should have no issues with compatibility. However, they will probably not be able to interface with their other software unless the vendor has created an APIl to do so.
Change Management	The company would need to deal with the changes involved in hiring a new team, the expectations of the overall staff, and the new software that would be built, however, since the company itself is building it they will not need to change their business processes as a whole (except for as it pertains to the implementation of this software)	Since the company is outsourcing the building of the software they will not need to change their business processes (except for as it pertains to the implementation of this software)	Depending on the OTS chosen, a change to the business process, as well as adapting to new software will be a factor. Staff will need to make changes to the way they do things to fit with the model of the OTS. .	Depending on the SaaS chosen, a change to the business process, as well as adapting to new software will be a factor. Staff will need to make changes to the way they do things to fit with the model of the SaaS.
Value-Added	Creating proprietary software would add value to itself. The company could choose to sell it or lease it to generate cash flow or, if they were to ever sell the company as a whole, they would list it as an asset.	Creating proprietary software would add value to itself. The company could choose to sell it or lease it to generate cash flow or, if they were to ever sell the company as a whole, they would list it as an asset.	Buying software adds a very small value to the company. Since the company will have that license for life, it can be seen as a value to any prospective buyers, but it will become outdated in a few years.	Leasing software does not add any value to the company. An argument could be made that the software will allow the company to become more efficient and thus produce value, however, the software lease is not a value.
Focus on Core Business	Software development is not the core business of	The shift in focus from the main business would be less than if	Little focus would be taken off the core business with an OTS	Little focus would be taken off the core business with a SaaS.

	Canal Lounge. However, by developing in house the owner needs to take focus away from the main activities and this can hurt the business as a whole.	the development was in house, however Canal Lounge would still need to spend a large amount of time and energy on working with the outsourcing company which would take away from the core business.	product. The company would need to set aside time for choosing a product and training but this would not hinder their focus on the main business.	The company would need to set aside time for choosing a product and training but this would not hinder their focus on the main business.
Quality	The quality of the system will depend greatly on the level of experience and expertise of the staff hired by Canal Lounge. And even then, since it will probably be the first time for many of them working together and creating a software such as this, there will be bumps	Depending on the outsourcing company chosen, the quality will depend on their own expertise and team. They will also highly rely on Canal Lounge to provide the business directives and specifications for them to create.	Depending on how long the OTS company has been in business and the level of their expertise the quality can differ. However, most will be of sound quality.	Depending on how long the SaaS company has been in business and the level of their expertise the quality can differ. However, most will be of sound quality.

Appendix 5.0 SMART Framework

The SMART Framework stands for Specific, Measurable, Achievable, Relevant and Time-bound and will help to ensure that the requirements are defined and comprehensive.

5.1 Mandatory Requirements

	Track Inventory	*Reliability*	*Accessibility*	*Centralized Database*
Specific	System must reliably track inventory and suppliers in real-time.	System must have guaranteed uptime and accuracy of information.	System must be accessible from anywhere with an internet connection and on any device.	System must store all relevant data in one centralized database.
Measurable	Can the system track inventory and how many unique items can it track?	99% uptime in SLA	Is it web-based and accessible on PC and mobile devices?	Is all the data stored in one place, which removes our need to have any backup or additional databases to store information?

Achievable	This is achievable as it is the most essential component of an inventory management software.	This is achievable as many SaaS offer a SLA with 99% (or above) guarantee. 100% is not possible.	This is achievable as a main component of SaaS is that they are web based and therefore accessible from anywhere with an internet connection. Most are also able to be used on different devices.	This is achievable as a software that has many features/modules built in will have one storage space for all the information.
Relevant	This requirement will reduce waste or stock-outs, which in turn will increase the bottom line of the company. It will also increase efficiency of the workers by removing the need to manually track data.	This requirement is to ensure that the system is available to the user at all times, and that they can be confident in the information stored there. If the platform crashes, has many outages or the information gets corrupted then the user will not trust it and continue to use their old processes.	This requirement is because the owner keeps an amount of inventory off-site, and as such he needs to be able to go to different locations and access his inventory management software. Furthermore, the company is moving towards iPads and other digital devices for the servers and these must be compatible with the software.	Ensures that the system has "one source of truth" from which it pulls all information so that data is accessible, accurate and reliable.
Time-bound	This requirement must be in the initial launch of the software.	This requirement must be in the initial launch of the software.	This requirement must be in the initial launch of the software.	This requirement must be in the initial launch of the software.

5.2 Desirable Requirements

	Ease of Use	Functionality	Automation	Customer Service
Specific	The software must be simple and intuitive to use. The interface should be easily navigable.	The software must have robust features and work as intended so that it allow Canal Lounge to not only address their business problem but also achieve goals of growth.	The software should automatically process certain tasks/information without the need of user intervention and automatically send reports or notification to the intended user.	The vendor should offer a high level of support before, during and after the implementation of the platform. The customer service should be available to all users of the system.
Measurable	Ease of use will be measured using customer	This will be measured by looking at the different features	This feature will also be briefly considered under "Functionally"	This will be measured by the availability of customer service, how

	satisfaction scores found online, as well as a cursory look at the software itself.	that a product offers and comparing it against the other/market expectation. We will assess the added features for the relevance to Canal Lounges business needs.	but the robustness of it will be measured by the type of tasks that can be automated, the type of reports that can be generated and the time it takes for notifications.	they can be reached (email, phone etc) as well as their level of involvement in the whole implementation process. Finally, we will also monitor online reviews to see how long it takes to resolve issues.
Achievable	It is achievable as Saas are built with usability in mind. Companies spend large sums of money on user experience so that the programs can be downloaded and easily learned.	This is achievable as there are many SaaS on the market today trying to address business' requirements. They try to differentiate themselves through the features that they offer.	This is achievable as it is a highly desired criteria by many companies, and thus has been built into many different SaaS.	This is achievable as many SaaS have implementation teams available to help new clients, as well as 24/7 support. The cost of these features will be considered in the TCO.
Relevant	This is relevant for Canal Lounge as the company wants to implement the software right away, and does not want to spend months learning or training staff on a complicated system. Furthermore, since most staff will not use the system for the off-season, it needs to be easy for them to pick it back up when the new season begins.	This is relevant for Canal Lounge as the company needs a product that will alleviate the manual inventory process currently in place. The features in each software option will hopefully address not only the current problems, but future problems they may encounter.	Since one of the main issues that Roach has described is not knowing when a product is out of stock, or in excess, which is leading to a loss of revenue, this feature is extremely important for him. Furthermore, having tasks automated will also increase the time he can spend focusing on running the business.	Since Canal Lounge does not have a dedicated IT department, the owner will be spearheading this project for the company. While he has a background in IT, he is not a specialist in SaaS and cannot be tasked with resolving any issue he or his staff face. We want a vendor that will support Canal Lounge and be there when they need it.
Time-bound	Training on the system should happen in 14 days. After 14 days, users who have been trained should be able to comfortably and confidently use the system.	This will be considered as of the official launch of the software.	This will be considered as of the official launch of the software.	This will be considered as of the official launch of the implementation of the software.

Appendix 6.0 - TouchBistro Policies

6.1 Terms of Use

(Intentionally left blank to insert PDF. See next page)

6.2 Terms and Conditions

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6.3 Privacy Policy

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Appendix 7.0 Gantt Chart

7.1 - Schedule 1 Off-Season

Task #	Stage	Task Name	Dependancy
1.1	Site Preparation	Assessing current Infrastructure	N/A
1.2	Site Preparation	Updating current operating system	N/A
1.3	Site Preparation	Downloading TouchBistro IMS	1.2
1.4	Site Preparation	Downloading TouchBistro POS	1.2
1.5	Site Preparation	Creating User Profiles	1.3, 1.4
1.6	Site Preparation	Verifying User Profiles	1.5
2.1	Data Preparation	Create backups	N/A
2.2	Data Preparation	Assess Information	N/A
2.3	Data Preparation	Review Data and Organize	N/A
2.4	Data Preparation	Consolidate Data	2.3
2.5	Data Preparation	Data Migration	1.6, 2.4
3.1	Testing	Testing Criteria 1	2.5
3.2	Testing	Testing Criteria 2	2.5
3.3	Testing	Testing Criteria 3	2.5
4.1	Training	Training Block 1	2.5, 3.1
4.2	Training	Training Block 2	4.1
4.3	Training	Training Block 3	4.2
5.1	Re-Migration	Wipe System	4.3
5.2	Re-Migration	Re-Migrate Data	5.1

7.2 Schedule 2 On-Season

Task #	Stage	Task Name	Dependacncy
1.1	Site Preparation	Assessing current Infrastructure	N/A
1.2	Site Preparation	Updating current operating system	N/A
1.3	Site Preparation	Downloading TouchBistro IMS	1.2
1.4	Site Preparation	Downloading TouchBistro POS	1.2
1.5	Site Preparation	Creating User Profiles	1.3, 1.4
1.6	Site Preparation	Verfifying User Profiles	1.5
2.1	Data Preparation	Create backups	N/A
2.2	Data Preparation	Assess Information	N/A
2.3	Data Preparation	Review Data and Organize	N/A
2.4	Data Preparation	Consolidate Data	2.3
2.5	Data Preparation	Data Migration	1.6, 2.4
3.1	Testing	Testing Criteria 1	2.5
3.2	Testing	Testing Criteria 2	2.5
3.3	Testing	Testing Criteria 3	2.5
4.1	Training	Training Block 1	2.5, 3.1
4.2	Training	Training Block 2	4.1
4.3	Training	Training Block 3	4.2
5.1	Re-Migration	Wipe System	4.3
5.2	Re-Migration	Re-Migrate Data	5.1

Gantt chart timeline: May-23 (26, 27, 28, 29, 30, 31), Jun-23 (1–24).

Appendix 8.0 Implementation Task List

The following list includes the tasks that will need to be done to implement TouchBistro, along with a description.

Task #	Phase	Task Name	Description
1.1	Site Prep	Assessing current Infrastructure	The current infrastructure, including iPads, computers, mobile devices and POS devices will need to be assessed to ensure they are compatible with TouchBistros System.
1.2	Site Prep	Updating current operating system	All systems should be updated to ensure they are secure and data is protected.
1.3	Site Prep	Downloading TouchBistro IMS	Download the software on all required devices.
1.4	Site Prep	Downloading TouchBistro POS	Download the software on all required devices.
1.5	Site Prep	Creating User Profiles	Profiles for each user must be created with their information and permission levels.
1.6	Site Prep	Verifying User Profiles	The profiles must be reviewed for correctness.
2.1	Data Prep	Create backups	All data must be backed up on a secure cloud or physical hard drive to ensure the integrity and safety of the information.
2.2	Data Prep	Assess Information	All the data/spreadsheets should be assessed for relevance, correctness and priority level.
2.3	Data Prep	Review Data and Organize	The data inside each spreadsheet should be reviewed to ensure that it is valid and organized in a way that can ease the migration into the software.
2.4	Data Prep	Consolidate Data	All data should be consolidated into the approved .cvs spreadsheet in the manner required.

2.5	Data Prep	Data Migration	All .cvs files will be transmitted to TouchBistro who will then migrate it into the software. That data will then be reviewed by Roach to ensure it matches.
3.1	Testing	Testing Criteria 1	The basics of the system will be tested such as: ● Does it launch in a reasonable time? ● Are the required profiles created? ● Is the system intuitive? Easy to navigate? ● Is randomly searched data present and correct in the system? ● Can basic information functions be performed intuitively? (Add a user, add item, update inventory) ● Tests will be performed at all hours of the day to see how it runs.
3.2	Testing	Testing Criteria 2	More advanced cases will be tested: ● Can a user access information outside of their permissions? ● Can a user be created without the appropriate permissions? ● Can advanced functions be performed intuitively? (Delete users, delete item, generate reports) ● Can users input information/access information that will cause the system to crash or bug? ● Tests will be conducted with multiple users at one.
3.3	Testing	Testing Criteria 3	We will review the system as a whole: ● Is the system performing as intended? ● Can the users find answers to their basic questions if needed. ● Tests will be performed with multiple users, at multiple points in the day. ● Review of any issues that arise, which will be transmitted to the TouchBistro Team.

4.1	Training	Training Block 1	TouchBistro will start by training the staff on the basics of the system such as: ● Introduction of the system and its function ● Explanation of why training is necessary ● Overview of the inventory management process ● Updating account settings ● Basic functions (adding new products, using the POS, adjusting quantities) Live training, documentation, and videos will be provided.
4.2	Training	Training Block 2	More advanced training will be done: ● Generating reports ● Automation process and procedure ● Returns and refunds ● Customizing dashboard Live training, documentation, and videos will be provided.
4.3	Training	Training Block 3	A training review will be conducted: ● Review of all functions and processes ● TouchBistro's support system ● Feedback and suggestions ● Practice cases and other practical applications Live training, documentation, and videos will be provided.
5.1	Re-Migration	Wipe System	All data, including user profiles, reports, history and any other data will be wiped from the system.
5.2	Re-Migration	Re-Migrate Data	Using the spreadsheets that have been maintained through the parallel conversion, TouchBistro will re-migrate the data.

It should be noted that this is not an exhaustive list of testing and training criteria, rather a guide to help act as a starting point. Users should get creative and push the system to its limits.

Appendix 9.0 RACI Chart

The RACI chart allows us to, at a glance, see who is working on each task.

R = Responsible

A = Accountable

C = Consulted

I = Informed

CL Team = Canal Lounge Team

TB PM = TouchBistro Project Manager

TB Imp.T = TouchBistro Implementation Team

Task #	Phase	Task Name	Bernard Roach	CL Team	TB PM	TB Imp.T
1.1	Site Prep	Assessing current Infrastructure	R/A	-	I	C
1.2	Site Prep	Updating current operating system	R/A	-	I	I
1.3	Site Prep	Downloading TouchBistro IMS	R/A	-	I	C
1.4	Site Prep	Downloading TouchBistro POS	R/A	-	I	C
1.5	Site Prep	Creating User Profiles	C	C	I	R/A
1.6	Site Prep	Verifying User Profiles	R/A	R	I	C
2.1	Data Prep	Create backups	R/A		I	I
2.2	Data Prep	Assess Information	R/A		I	C
2.3	Data Prep	Review Data and Organize	R/A		I	C
2.4	Data Prep	Consolidate Data	R/A		I	C
2.5	Data Prep	Data Migration	R		I	R/A

3.1	Testing	Testing Criteria 1	R/A	R	C	C
3.2	Testing	Testing Criteria 2	R/A	R	C	C
3.3	Testing	Testing Criteria 3	R/A	R	C	C
4.1	Training	Training Block 1	R/A	R	C	R
4.2	Training	Training Block 2	R/A	R	C	R
4.3	Training	Training Block 3	R/A	R	C	R
5.1	Re-Migration	Wipe System	C		I	R/A
5.2	Re-Migration	Re-Migrate Data	R			R/A

Appendix 10.0 Request for Proposal

Request for Proposal

CNLG - RFP - 001: Inventory Management Implementation

Issue Date:

March 7, 2023

Closing Time:

Proposal must be received before 5:00pm EST on April 3, 2023

1.0 Instructions to Proponents

1.1 Introduction

The purpose of this Request for Proposal (RFP) is to outline the essential requirements for an Inventory Management Software Software-as-a-Service required by Canal Lounge. The company is looking for an optimal solution that can both satisfy their needs, and meet their budget constraints. Vendors interested in submitting a proposal can do so by April 3, 2023. Eligible candidates will then be invited to demonstrate their solution to Canal Lounge.

1.2 Confidentiality

All information provided to vendors as part of this RFP must remain in strict confidentiality and should not be shared or distributed without prior authorization from Canal Lounge. All data must be destroyed if the vendor is not selected no later than 7 days after confirmation.

1.3 Participation

Participation in this RFP is strictly voluntary and the vendor bears all risk and expenses associated with it. The vendor acknowledges that they may not be chosen as the desired solution and any expenses incurred will be their sole responsibility. Any vendor found to be in a conflict of interest may be removed from the selection pool.

1.4 Closing Date for Proposal Submissions

The submission will close at 5:00pm EST on April 3, 2023. No extensions will be granted. Full and complete proposals must be submitted before or at this time.

1.5 RFP Cancellation

Canal Lounge reserves the right to cancel or modify this RFP at any time. Potential vendors will be informed if such a decision is taken. In the case of a modification, an extension to the deadline <u>may</u> apply.

1.6 Limitation of Damages and Liability

Canal Lounge offers this RFP as a rough reference for vendors. However, they do not make any assurances or warranties regarding the accuracy, comprehensiveness, or exhaustiveness of the material included.

1.7 Price Quotation

All quotes sent by vendors should be in Canadian or US dollars. All taxes or additional fees should be clearly marked and explained. Any quotes sent by vendors should be complete. Canal Lounge will not entertain "hidden fees" after the fact.

1.8 Proposal Format

All proposals must be transmitted by email to info@canallounge.ca by the submission deadline and include all necessary information in the order outlined in this RFP. If the vendor has any questions, they may contact Canal Lounge at the above mentioned email.

2.0 Summary of Canal Lounge Inventory Management System Requirements

2.1 Company Overview and General Information

The Canal Lounge offers a unique sit-down experience to its customers, located on a remodeled Canadian Fly boat the bar sits on the Lachine Canal in Montreal. The previous owners successfully operated the business for seven years before selling it to the current owner, Bernard Roach. The bar is operational only 5 months a year due to weather conditions, but has a dedicated customer base.

Canal Lounge is looking for a vendor solution to address their current manual inventory process. The solution must include all the mandatory and desirable criteria listed in this RFP.

2.2 Scope

The software that Canal Lounge is looking for should address Inventory Tracking and Management, including suppliers, items, and inventory.

2.3 Current Technology Landscape

The company does not currently operate any enterprise software, instead they utilize excel and other basic programs to track their information. The company does not have a dedicated IT department or personnel so all solutions should be easy to use and implement.

3.0 Response Requirements

The following section includes all requirements of the submitted proposal by the vendor.

- Title page and executive summary
- Vendor Background and profile
- Requirement Matrix: Here are the mandatory and desirable requirements that Canal Lounge will use to assess the submitted proposal

Criteria	Description
Mandatory Criteria	
Track Inventory	The system must be able to track and maintain information on inventory.
Reliability	The system must be accessible and reliable to 99%.
Accessibility	The system must be accessible from anywhere and on multiple different devices.
Centralized	The system must be the ultimate source of truth and be able to

database	store all the information regarding inventory and any auxiliary information.
Desirable Criteria	
Ease of Use	The software should be easy to use and intuitive, so that staff can quickly learn and use it without much training.
Functionality	The software should have robust inventory management capabilities, including features such as tracking stock levels, managing vendor relationships, and generating reports on usage and waste.
Total Cost	The cost should also be transparent, with no hidden fees or costs. The cost should be calculated as the Total Cost of Ownership (TCO) which includes all direct and indirect costs.
Automation	The software should be able to automate tasks, such as informing the owner whenever a product or ingredient is low in stock, generate reports on a timely basis, and help with data entry to minimize human error
Customer Service	The software's customer service should be able to help the owner/staff with whatever questions they may have about the software or how to use it.

- The proposal must include the vendor's recommendations for implementation, along with the schedule and list of notable events. Please note that any implementation in excess of 30-days will not be considered.
- A list of all relevant staff and their contact information
- Any specific technology required for the solution, or implementation (including software and hardware.)
- All fees associated with the implementation, deployment, training and on-going use of the system. This list should be exhaustive and appropriately labeled and payment terms must be included.

- Any risks involved in the use of the system, to the best of the vendor's knowledge, including any potential security concerns.
- Explanation on any resources provided by the vendor to support change management within Canal Lounge.

To provide a strong RFP we have included the following suggestions:

- Take the time to carefully review the project scope and requirements to make sure that the proposed solution will meet the Canal Lounge's needs.
- Use clear and concise language, and break up the proposal into sections with appropriate headings to make it easy for the reader to follow.
- Provide case studies or examples of similar projects that you have completed in the past to demonstrate your expertise and ability to deliver results.
- Highlight any unique features or customization options that your solution offers that could be particularly beneficial to the Canal Lounge.
- Make sure to proofread the proposal thoroughly to catch any spelling or grammatical errors that could detract from its overall impact.

4.0 Contract Terms

Canal Lounge will make their decision within 30 days of the submission deadline. The contract awarded to the selected vendor will be for one season, with the option for a renewal of up to three seasons, subject to the Canal Lounge's satisfaction with the vendor's performance. The contract can be terminated by either party if the vendor fails to meet any of the requirements specified in the RFP or if either party breaches the terms of the contract.

The contract will be created in unison between Canal Lounge and the chosen vendors and may contain additional terms and conditions related to project scope, payment terms, and other relevant factors. Both Canal Lounge and the vendors are required to carefully review and accept the contract terms before entering into the agreement.