



WingIt!

IT Infrastructure

Review

Mavericks Consulting

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1.

Overview and Fieldwork

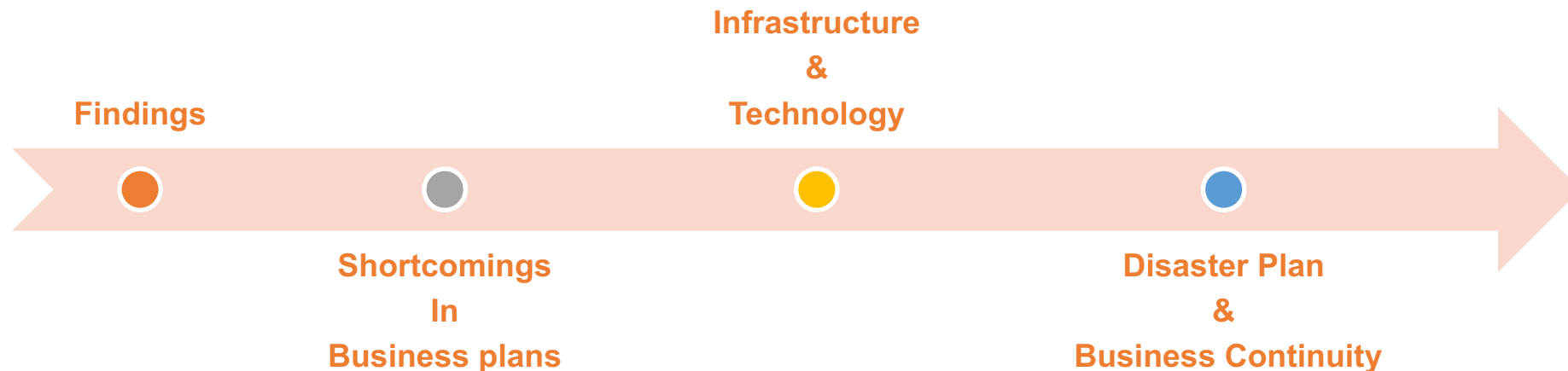


Scope of Work

Review infrastructure remediation projects.

Advise on any gaps and risks to the overall project.

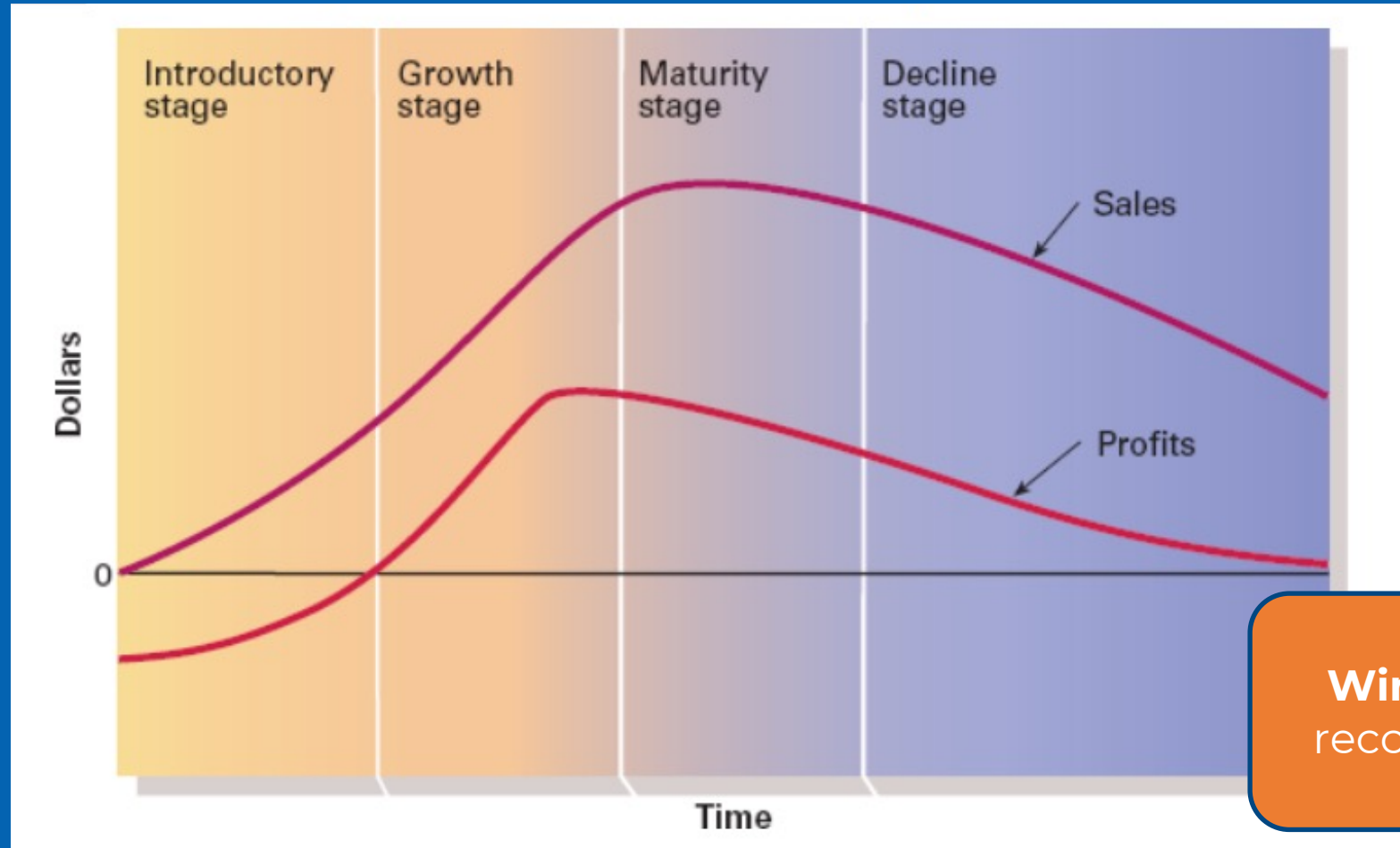
Address any shortcomings in the published plan.



Wing It! At a Glance

Founded	1984
Headquarter	Dallas, Texas
Model	hybrid corporate/franchisee
Scale	700 stores <ul style="list-style-type: none">▣ 500 corporation- owned stores▣ 200 independent franchisees' stores.
FY2021 Revenue	1 Billion US Dollars.
Revenue Mix	Amusement / F&B
Equity	<ul style="list-style-type: none">▣ 60% ownership held by the original founders▣ 40% ownership held by a private equity company.

Wing It! At a Glance



Business Stages

2.

Published plan



WingIt! Concurrent Projects

Project 1

- ▣ Replace all **POS devices** across the enterprise to the newest models.

Project 2

- ▣ **Digitize payment** across the companies' gaming systems.

*A **point of sale (POS)** is a place where a customer executes the payment for goods or services and where sales taxes may become payable. A POS transaction may occur in person or online, with receipts generated either in print or electronically. Cloud-based POS systems are becoming increasingly popular among merchants.*

SWOT Analysis

Project 1

STRENGTHS

The work can be done on weeknights.

Established good partnership with third party vendor.

S

WEAKNESSES

POS vendor has not committed to the final delivery date for all 3000 units.

W

OPPORTUNITIES

Seamless customer experiences.

Compliance with PCI.

Fundamental to the corporate's operation.

O

THREATS

Significant CAPEX and OPEX expenditure

Capital expenditures (CAPEX) are major purchases a company makes that are designed to be used over the long term.

Operating expenses (OPEX) are the day-to-day expenses a company incurs to keep its business operational

T

SWOT Analysis

STRENGTHS

It is possible to install the digital payment system overnight.

S

WEAKNESSES

Upgrading gaming payment system is inefficient across locations.

The e-card payment does NOT reduce touchpoints during COVID-19.

W

OPPORTUNITIES

Users' cards can be updated in real time.

Automatically upload sales and accounting data to WingIt!'s corporate accounting system.

Economies of scale can offset individual store downtime for refit.

O

THREATS

Coinciding with Project 1.

Necessitating the installation of a wireless network and access points to each restaurant.
=> places an extra burden on business.

T

Executive Findings

1. Project 1 and Project 2 are not mutually exclusive



2. Project 1 and Project 2 are not collectively exhaustive.



3. Project 1 is fundamental to the corporate's operation.



4. Project 2 is feasible in Recovery stage of business.



5. Projects coinciding = Waste of resources



6. Improvement regarding organization and communication.

Shortcomings



Waiting on **POS systems** shipments due to logistics

- Final delivery date is unknown

E-card system is behind in process

- Only 7% of WingIt! Stores are updated.
- Utilizing a third party

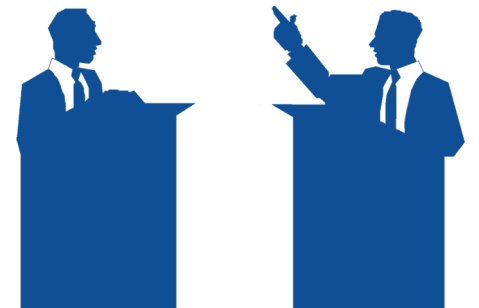
National vs Local ISP

Lack of foundation support:


- Technical (i.e. bandwidth)
- Non-technical (experienced staffs, budget, etc.)

Recommendations

- Pause POS installation until they are all delivered
- Focus on setting up a foundation FIRST
 - Install Wireless Network and Access Points
 - Switch to a National ISP (i.e. AT&T)
 - Address the needs of suffering franchisees
 - Retain quality staff: PCI guideline
- Evaluate different scenarios for Project 2.



Evaluation of Alternatives

Options	Actions	Advantages	Disadvantages
<p>Heavy Investment in Gaming</p>	<p>Continue with proposed plans both projects.</p> <p>Upgrade gaming facilities.</p> 	<p>Expand the customer base and nurture interest of existing customers.</p>	<p>More internal research to determine practicality of existing revenue strategy*</p> <p>Puts more strain on the existing resources</p> <p>More training and support to address the gap between corporate and suffering franchisees.</p> <p>(*Entertainment + F&B mix).</p>

Evaluation of Alternatives (cont.)

Options	Actions	Advantages	Disadvantages
Leave as-is	<p>Complete implementing POS systems first.</p> <p>Pause all gaming updates until business returns to Growth stage.</p>	<p>Centralize effort and resources to build the fundamental POS System.</p>	<p>Impair revenue growth for the gaming mix.</p> <p>Lack of uniformity across Wingit! locations.</p>

Evaluation of Alternatives (cont.)

Options	Actions	Advantages	Disadvantages
Discontinuing	Phase out gaming aspect of business entirely.	<p>Centralize all the resources on what brings in the largest stream of income.</p> <p>Adjusting to the trend of consumers behaviors in post-COVID era.</p>	<p>Rebranding Wingit! Is costly.</p> <p>Cost of disposing gaming infrastructure.</p> <p>Diminished revenue from entertainment aspect.</p>

3.

Infrastructure and Technology



Recommendations

Alternative POS



On site-servers

Protecting hardware and software
Creating redundancy

AWS



Wireless Network and Access points

Encrypt
Add VPN, firewall

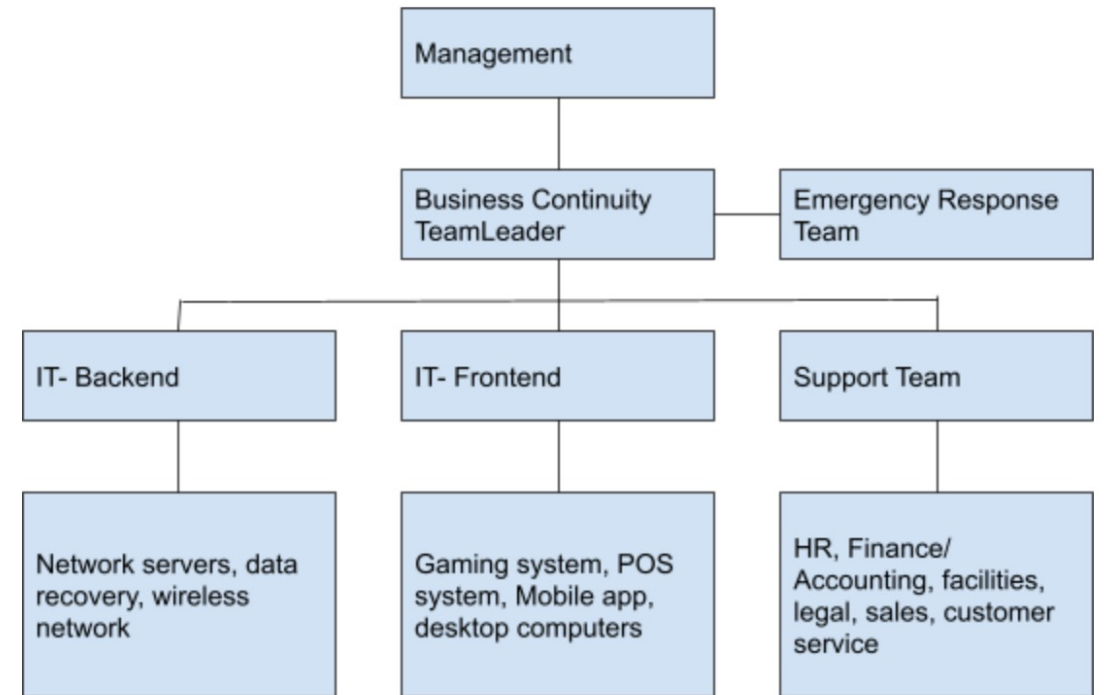
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Business Continuity Plan



Business Continuity Plan

1. Conduct a business impact analysis
2. Create critical functions recovery plan
3. Determine data security and storage
4. Organize a business continuity team
5. Conduct training and evaluate the plan
6. Establish communications procedures
7. Maintain a list of contact information



4. Business Continuity Team

Priority Map



1. Quick Wins

Change ISP

Set up Wireless Network

2. Immediate Actions

Disaster Recovery and Business

Continuity Plan

Confirm POS delivery date

In-depth inventory of business
assets

3. Strategic Priorities

Cost-benefit analysis of arcade
style gaming systems

Decision on POS and gaming
systems

Address the gap between
corporate and independently-
owned franchisees.

4. Medium-term Initiatives

Set up POS systems and infrastructure
for gaming (i.e. servers)

Train for employees on the new POS
system based on PCI suggestions.

Finalize ITAD* of the existing equipment

**IT Asset Disposition*

5. Long-term Opportunities

Diversify menu

Modernize Arcade

Re-evaluate sustainability of Business
Model

Next Steps



- Mavericks Consulting will continue to work with Wingit! on the business continuity and disaster recovery plan.
- In-depth consultation.

Thanks!

Questions and Feedback ?

The background features a stylized illustration of two Roman soldiers in profile, facing each other. The soldier on the left is depicted in shades of brown and tan, wearing a helmet with a red plume and holding a shield with a large 'A' emblem. The soldier on the right is shown in teal and purple, also wearing a helmet with a red plume and holding a sword. A light blue rectangular box with a slight drop shadow is centered between them, containing the text 'Attention Creativity Commitment' in a bold, blue, sans-serif font.

Attention Creativity Commitment

Appendix



“AT&T Internet Review and Prices.” U.S. News & World Report, <https://www.usnews.com/360-reviews/services/internet-providers/att>.

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“Toast Review.” Top10.com, <https://www.top10.com/pos/reviews/toast>.

PCI DSS for Large Organizations Special Interest Group & PCI Security Standards Council. “Information Supplement: PCI DSS for Large Organizations.” PCI Security Standards Council, Feb. 2020, https://www.pcisecuritystandards.org/documents/PCI_DSS_for_Large_Organizations_v1.pdf.

MKTG, 13th Edition, by Charles W. Lamb, Joseph F. Hair, Jr., and Carl McDaniel; Publisher: CENGAGE Learning; ISBN13: 9780357127803