eWaiter

Revolution in Service

Washington, DC

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Thursday, November 21, 2013

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Executive Summary

Overview

eWaiter is an in-restaurant ordering platform that gives diners the ability to order food, request a server, and pay their check at their convenience on their smartphone. Unlike ordering food at a casual restaurant from a waiter and having traditional service, eWaiter provides the diners full control over their meal and allows wait staff to be more efficient.

Problem

It seems that nearly everyone is in a hurry when they want to dine and restaurants are running at the smallest profit margins ever. Many of the tasks that wait staff must complete are simple and straightforward enough that their customers could do it and have been doing it for takeout for the past few years. Diners are frustrated that they have to wait on a check and scared a dishonest waiter may steal their credit card information. Restaurant owners are facing dramatic raises in payroll costs due to increases in minimum wage. Finally it can sometimes take 5 minutes to get a steak knife and in the meantime your steak is just getting cold.

Solution

eWaiter gives diners the control to place their own orders while automatically suggesting complementary items, which allows diners to control how long their meal takes and gives restaurants the ability to sell more sides and beverages. With eWaiter, the diner's credit card never has to leave their wallet, he/she can review and pay the check directly through the app and it will be settled just like it would if the customer had handed over his/her credit card. Finally, this can change the face of service, servers will be able to handle more tables at once because they will be more efficient and diners will be able to request items when they need them like a steak knife or a refill which saves the server a trip to the table and back.

Opportunity

Now is a great time to engage restaurants because of growing demand at restaurants and the increasing wages that governments are forcing restaurants to pay. Each year there are thousands of new restaurants that open their doors and would love to get involved with a tech company to integrate. Also, the use of technological devices is continuously increasing among consumers; in 2012, Technomic carried out a consumer-facing technology survey which found around 51% consumers that were pro

digital ordering. The other most important fact is that we are finally able to follow the “bring your own device” model; a few years ago smartphones were not the standard like they are today. We are able to launch quickly with little cost to restaurants because there is not the need to invest heavily in equipment.

Competitive Advantages

eWaiter has a number of competitive advantages including:

- Low cost implementation: Our only competitor in this market, Ziosk, sells tablets to sit on the table, which is not the most economical solution. The restaurants need to purchase the tablets and charging the devices poses a problem plus the possibility that this implementation would dramatically change the landscape of the dining room.
- Faster service: Faster service over traditional wait staff service. Restaurants can flip tables faster leading to increased revenues, all while diners are not stuck waiting for the check or unable to start their meal because they are missing a utensil.
- Customer experience enhancement: Guests have the possibility of having anything they want at the tip of their fingers, they can use all or part of our features.For example, if their phone’s battery is drained after the order was placed, they can still pay at the restaurant’s existing Point of Sale (POS) system, or make additional requests. This service is meant to make the customer’s life easier, but being unable to use it doesn’t affect negatively the customer’s dining experience.

Business Model

eWaiter derives its profits from three main revenue streams as follows:

- Credit card transaction fees – every order that pays with a credit card will have a standard 3.5% fee deducted from the disbursement. This covers actual credit card transaction fees while giving us room for profit.
- Ordering fees – Diners that do not pay using their credit card through eWaiter are still profitable because there will be an ordering fee that is charged directly to the merchant per order. This is the same model that OpenTable uses to receive revenue.
- Equipment Leasing – eWaiter is designed to be a low cost way for restaurants to implement a table online ordering service but they will need some equipment to help on the back end. In the spirit of openness, restaurants can purchase and use their own devices but we will have preconfigured smart watches and tablets that can be used by wait staff that the restaurant will be able to lease from us.

Team

Zach Peirce, CEO & Founder

Zach has worked in restaurants since he was 13 and has a passion for food and tech. In his sophomore year he started JobsTrakr, an online resume generator and job history tracker. He is currently in his last year pursuing a BBA with a concentration in Information Systems from The George Washington University.

Tabetha Zimmerman, COO:

Tabetha is a senior at The George Washington University School of Business studying Hospitality Management and Informations Systems. Working in the service industry has been a passion for the past 6 years. Tabetha is currently in the Management in Training program at Farmers Fishers Bakers.

Anthony Zirilli, CTO:

Anthony is a senior at The George Washington University pursuing a BBA with a concentration in Information Systems. With a recent history in the foodservice industry as a coffee shop barista he understands how technology can help to improve efficiency especially during high levels of customer traffic. Beyond eWaiter, he is interested in finding more ways how technology can make life easier.

Daryl Bushayija, CFO:

Daryl Bushayija is an MSIST student at The George Washington University.She completed her undergrad studies in Management Information Systems, with a minor in Finance in Pittsburgh, PA. Daryl is interested in working as a Business Analyst, which lead her to choosing the MSIST program as her master's program.

Financials

Initial Funding : eWaiter is seeking $75,000 in seed funding. These funds will be used to finance the development of our mobile application and build partnerships with restaurants that are interested in joining the eWaiter network. Launching the app would cost $99 on the App Store, and $25 to register the app on Google Play. For the time being we are bootstrapping and using a mixture of personal funds and friendly sources.

Financial Plan: Getting companies to be interested in the service we are offering is the first priority. We will develop marketing and training collateral to drive restaurant and customer adoption in the first half of 2014. We expect to have this service fully launched in at least 10 locations by the end of 2014Q2. These first 10 locations will be pilot programs without full revenue options. The pilot programs will help the company build

itself a name, be popular amongst users, and show the restaurants' owners how the service can help them save money while gaining more income in the long run.

Once we are established we will enact a referral program with our customers. We will require 3 references per customer. This system will help us keep approximately 50% growth per quarter. With our $1,000 investment in marketing and and the referrals eWaiter will expand across the area. By year 2 we will be able to invest in tablets and smartwatches that we can lease to customers for a flat fee with a monthly insurance plan.

At the end of year 4Q1 we will break even and by the end of year 4Q4 we will raise enough net profit to return all initial seed money. Investors will keep their investments with eWaiter and we can use the profits to invest in updating software and expanding our marketing reach.

Introduction

Product Overview

eWaiter is a web based at table restaurant ordering system that leverages smartphones that are already in a customer's pocket. Using the application, the user is able to order food, order drinks, notify the server if they need something, and pay their bill. Restaurants are given the unique ability to recommend add on items and wine pairings while the diner is ordering, take advantage of impulse purchases such as dessert, all while engaging customers to gather feedback on dishes and service. Marketing material will be created in similar style to the following to share the benefits of eWaiter.

Customer Features

Order Food and Drinks - Sometimes you walk into a restaurant and know your order the second you walk in the door. Order your food as soon as you sit down and watch it start coming noticeably sooner than it would have if you had waited on someone to take your order.

Notify the Server - There is nothing worse than getting that perfect steak but not having a knife or needing a refill on your beverage but being unable to get your server's attention. With eWaiter you will have the option to make your request, allowing your waiter to bring your item on their next trip. This also permits the waiter to avoid wasting time with unnecessary back and forth movements, the server will approach the customer only when needed.

Pay their Check - Sometimes you are in a hurry and you need to get out the door. After you get your food and are happy, pay your check and just get up and leave. You are in control of splitting the check with friends and adjusting the gratuity for excellent service.

Review Dishes - If you are blown away by a dish, you can share your excitement with management, make sure the chef gets the compliment they deserve.

Receive Suggestions to improve the dining experience - There are times when the advice a waiter gives can make your dining experience a much better one. Know you are getting pairing and recommendations that are both popular with other diners but based on input from servers, the chef, and sommelier.

Transparency in pricing - When you order another drink know exactly how much it costs so there are no surprises at the end. This is perfect for when you are dining on a per diem or just trying to stay oin budget. No surprises at the end of the meal!

Get the order right - Be in full control of what you order, make sure the kitchen knows if you want to leave the dressing on the side or to leave off a particular ingredient. This is very important for Diners with food allergies.

Restaurant Features

Guarantee Payment - If diners use our application, they will be automatically charged in case they are in a hurry and forget to close their tab. Gone are the days of having to hold on to a credit card, which are always forgotten.

Automated Suggestive Selling - If someone orders an item as an entree they will be asked if they would like to add a soup, salad, or maybe a glass of wine.

Configurable Tip standard - In studies, it is proven that diners are less likely to leave less than the suggested tip amount when it is automatically calculated. As a restaurant manager or owner, you can set the suggested amount.

At table marketing opportunities - 15 minutes after someone gets their entree, they might be interested in hearing about dessert. Send a notification directly to their phone asking them to rate their entree and suggest they add on a dessert or coffee to round out their meal.

Feedback gathering on both Servers and Menu items - Get immediate feedback on the food you are serving and the servers that are serving it. Track feedback over time and get insight into which line cook may deserve a promotion!

Customers & External Stakeholders

The following table identifies and states the basic needs that we want to address for each of our main customers and external stakeholders.

Stakeholder	Identification and Basic needs
Diner	This is the customer of the restaurant that uses the application to order in a restaurant. They need to be able to quickly and accurately order food, request service from a server, and pay their check.

Server	The person waiting on the diner, this could either be a team in a pooled house or more of a traditional role. They need to be able to anticipate and fulfill the needs of their diners while minimizing effects of increased tables in the restaurant.
Restaurant Management	The managers or owners of the restaurant. They want to ensure consistency in the guest experience and gather feedback all while increasing their bottom line.
POS Providers	These are providers that manage the existing ordering systems. They are not competition for us because our goal will be to plug directly into these systems and they will work together. This is most convenient for both the servers and management for compiling reports necessary for sales tax and tip distributions.

Most of our research was into how to make our platform attractive to both Management and Diners.

Diners

We found that people in varying generations had different desires for how to engage the applications. Millennials loved the idea and intended to use all of the features that the app provides, Gen Xers planned on using the server notification system and payment options but were less likely to order food from it until after they had a few successful interactions with the application outside of the food ordering process. Our hardest sell will be to the Older Boomers and Younger Boomers, we found they were most interested in only using the application to review their check and pay. While we would like everyone to be excited about using all features we recognize that at minimum all generations are interested in paying through our system which is our biggest revenue stream so this should be profitable.

Managers

Management had a variety of different apprehensions, the main being as follows with their problem and our solution.

Cost and Fees: We based our fees on the industry standard for companies that already do take out, since our service is nearly identical to the take out service providers except ours is designed to work only in the restaurant. We also are much cheaper than other alternatives because there is no need to buy expensive hardware for every table. We also offer leasing options for any of the required hardware to lessen the upfront costs as much as possible.

Dining Room Atmosphere: This was a bigger challenge to overcome than I was expecting. Many restaurants are moving further and further into policies that ban or discourage the use of smartphones in the dining room. This was addressed by making

sure the restaurant seemed to be a good fit for our product. We are confident that we will be able to move into fine dining eventually but for now our target restaurants are more casual establishments.

Existing System Integration: Many restaurants have already invested substantial amounts of money into their existing Point of Sale systems (POS). We address this by using the public APIs that many of these systems already have interfaces for. We do not want to replace their software but rather compliment it. Part of our training with each restaurant will ensure they are properly configured to work seamlessly with their existing system.

Kitchen Overflow: Often servers know how to handle when they order food so the kitchen does not get too swamped. This is not something our application will be able to address but during our training with the managers, we will make sure their reservation system is optimized so hopefully they will be able to control the flow of people, which in turn controls kitchen overflow.

Accuracy of Orders: This was one of the first concerns but the easiest to address. eWaiter both confirms the order with the diner first and will alert the server if any modifications were made so they can make sure it is possible. This puts the responsibility on the diner and empowers them to order carefully.

Security: This was not an initial concern of ours because we would be following industry standards for proper storage of credit card information. The managements concern was along the lines of making sure people would not be able to order food for a table they are not present at and what could be done to make sure alcohol beverages are properly served. We came to the conclusion that in order to place an order, the guest must be connected to the restaurants wireless network, that adds a small cost but it guarantees people can not order for the wrong restaurant. The alcohol concern was something our app will not be able to verify, IDs must be checked by servers. Before an order for an alcoholic beverage is sent to the bartender to be made, the server must first approve it by verifying if the diners are of age.

Marketplace

The food service industry is a very unique business to enter because it changes quickly and there are low profit margins but high demand. We identified this industry because we have two founders that have extensive experience in management and front of the house operations. In order to find success, we will need to adapt quickly and encourage people to approach both service and dining in a different manner.

Competition

Our main competition comes from two competitors. We are not accounting for competitors in the mobile POS market because these still require a server to be able to use them. We are also targeting restaurants with table service so we are not interested in competing with POS systems in quick serve restaurants.

Ziosk

Ziosk is a startup that places tablets at tables that are able to take orders and collect credit card payments.

Strengths	Weaknesses
Tech Startup First mover Existing Contracts with Chain Restaurants(Brinker international Inc and Dine equity Inc) Offer games for children to play	Does not alert server. Limited in use, currently unable to order multiple courses. Very expensive hardware and Infrastructure costs

We believe that Ziosk is our main competitor in our initial target market but we do not see them as a viable competitor when we enter the fine dining establishments market.

NCR Mobile Pay (Aloha)

NCR Mobile Pay is a product from NCR that is the provider of Aloha POS systems. Aloha is one of the leading POS companies in the Food and Beverage industry.

Strengths	Weaknesses
Large company Existing infrastructure POS fully integrated. Smartphone application	Only alerts server to come over, does not make requests for type of service. Must first speak to server. Only reordering, must order from server first. Closed ecosystem.

We think our biggest advantage over NCR Mobile pay is that we have the goal of being compatible with all major POS systems so we are not limiting ourselves to only restaurants that use Aloha.

Competitive Advantage

We have many strengths that give us an advantage, the main one being that we do not have limitations on market penetration by limiting ourselves to only one POS system. We have a strong understanding of Front of the house restaurant operations. Our main hurdle is the existing system for interactions in a restaurant but as long as we can overcome that, we will be able to see that our product can be rapidly adopted.

Low Costs: Compared to many of our competitors, we have very low barriers of entry for restaurants to start using our service. Other services require that restaurants purchase new hardware for their dining room, including needing to add power infrastructure to their dining room, which can be extremely expensive. In our case, the implementation of our service only requires the customers to have a smartphone and our application; restaurants can use their own existing devices, purchase new equipment if needed and they have the possibility to lease our preconfigured smartwatches and tablets that can be used by wait staff.

Higher Sales: One of the main focuses of our product was to make sure that customers are frequently encouraged to order food using our application. This is a great way to increase revenues for both eWaiter and the restaurant. All of these suggestions will be made using both historical data as well as input from experts such as the chef and the sommelier.

Lower Payroll Expenses: The eWaiter will help restaurants cut down their personnel costs; with this application, restaurants don’t need as many waiters/employees as they would normally do. In fact, the eWaiter cuts down the waiting time, allows waiters to serve many customers (small or large parties) simultaneously without wasting any time, and customers can make any special request at the tip of their fingers. This allows the waiters to avoid going back and forth to see if the customers need anything, and they are able to work efficiently and quickly.

Risks

With the relatively low capital requirements and first mover advantage of eWaiter, the overall risks of our venture are low. Still we have identified that our biggest risk of eWaiter is building our brand and marketing our service. Restaurant patrons may not know what the app is and therefore not want to use it, while others may prefer the personal contact of a waiter instead of a smartphone.

Restaurant owners because they are unfamiliar with eWaiter may also be apprehensive of adopting the technology to their business even with the added efficiency for their business. With our pilot program we will build the reputation and contacts necessary to expand eWaiter further.

Exit Plan

With the success of eWaiter in its pilot program, expansion to more geographic regions and restaurants will be the next step. Our exit strategy plan consists of two objectives of either acquisition by large restaurant chain owners such as DineEquity, which owns both Applebee's and IHOP or acquisition by a major POS system like Micros.

First partnership and then acquisition by either a franchise restaurant or nationwide POS system will accelerate our expansion and increase our valuation. With a successful rollout of our product, our venture team projects a steady increase of eWaiter's popularity. This will bring a future valuation of our company to increase. We have decided a selling price of 100 million dollars for acquisition for successful harvesting value.

Founders

Our team of founders come from strong technology backgrounds and over 10 years of combined restaurant experience. More information about our founders can be read in the attached Appendix A.

Appendix A: Founder Biographies

Zach Peirce, CEO & Founder

Zach discovered his love of Entrepreneurship and business when he arrived at GW and started his first company, JobsTrakr - an online resume application. After successfully exiting that venture he focused on his studies while working part time in a restaurant giving him an opportunity to share his passion for food. As a waiter he realised that there are dramatic inefficiencies in the entire food service industry so he decided to tackle them with eWaiter.

With a hometown of Mooresville, NC, Zach began working in restaurants at 13 years old as a busboy and prep cook. After High School he began attending The George Washington University School of Business with a concentration in Information Systems. He is excited to have found a medium to combine technology and food service, two industries he has extreme dedication to.

Tabetha Zimmerman, COO

Tabetha has worked in the food and beverage industry for 6 years. She has worked almost every position in a restaurant both front and back of house in restaurants. Tabetha has worked

for in various types of restaurants, such as a privately owned high volume establishment, and Seasons at The Four Seasons. The food and beverage industry has developed into her life's passion. Her main focus it to better the guest experience and the well being of her fellow staff with the deployment of new technologies.

Obtaining her degree from The George Washington School of Business with a concentration in Information Systems and Hospitality Management will provide Tabetha the perfect educational background to marry her two life's passions. While finishing her degree she is training for management at Farmers Fishers Bakers which is owned by the Farmers Restaurant Group. Upon graduation Tabetha will be certified to manage high volume casual fine dining establishments and will be hired full time to help open new restaurants in the DC area.

Anthony Zirilli, CTO

Anthony's recent job working at a coffee shop has brought the many inefficiencies of the service industry to his attention. He sees that a majority of the problems that happen within the time frame of a customer entering and leaving a food establishment happen right at the ordering process. The platform of a smartphone device gives the customer the ability to order directly what they want by themselves. Creating a better experience through order accuracy is not only a benefit for the customers, but also to the people who work at the food establishments.

With Anthony's education as a senior at The George Washington University pursuing a BBA with a concentration in Information Systems, he has the expertise to integrate technology into the food industry.

Daryl Bushayija, CFO

Daryl Bushayija is an MSIST student at the George Washington University. Daryl was born in Cotonou, Benin. Growing up, Daryl's parents worked for the United Nations, which made them being reassigned to different countries every two years. This allowed Daryl to travel a lot and it broadened her horizons. Daryl is originally from Rwanda, and she speaks French, English, Kinyarwanda and Swahili. She moved to Pittsburgh to complete her undergraduate studies in Management Information Systems, with a minor in Finance. She graduated in 2012, and decided to pursue her master's degree in the MSIST program at the GWU business school. Daryl is interested in working as a Business Analyst, which lead her to choosing this specific program.

Appendix B: Financial Data

Fixed Costs

Salaries: Marketing/Technician/Finance & Accounting salaries will be based on sales goals met and will average $10,000 a month after the break even point.

Infrastructure, servers and other back end support cost around $100 to $200 per month in average.

Variable Costs

- $1,000-$3,000 on initial marketing and promos

- Launching the App is $99 on the App Store, and $25 to register the app on Google Play

- Implementation costs (if any, programmers charge $50 to $150 an hour in average)

Projections

The following financial projections are based on conservative sales forecasts by month for the next twelve months, and by quarterly for the four years thereafter. We will continue to sell eWaiter at the application cost until January 2015 at which time we expect to have the traction needed to start adding a set up fee for companies . Set up fees for the product will continue to average $100 with monthly maintenance averaging $25. Beginning in January 2015 we will lease equipment for an average $500 leasing fee and average $100 monthly maintenance fee.
eWaiter will generate negative income from January 2014 until April 2017 while absorbing the expense to upgrade software and jump start its sales and marketing activities. We expect to be generating profits beginning May 2017 and every month thereafter.
We will require an initial investment of $75,000, all of which will have been recovered by the end of year three in cash and accounts receivable. By the end of year five, we expect to have cash and accounts receivable aggregating more than $240,900.

The break-even analysis assumes running costs of approximately $1,400 per month that includes sales and marketing, training, and other miscellaneous costs. The founding team has decided be bootstrapping until the break even point is met.

Variable costs include only those directly attributable $1,000-$3,000 on initial marketing and promo, launching the app is $99 on the App Store, and $25 to register the app on Google Play, and implementation costs (if any, programmers charge $50 to $150 an hour in average)

The break-even revenue is about $2,400 per month. Conservatively, we estimate that by May 2015 we will be servicing a minimum of 100 customers with a 50% customer increase quarterly. We will have crossed the break-even point in April 2017 and project profitability thereafter.

Pro Forma Income Statements – Year 1 by Month

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Setup	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Maintenance	0	0	0	0	0	0	0	0	0	0	0	0
Sales	0	0	0	0	0	0	0	0	0	0	0	0
Cost of Goods Sold	0	0	0	0	0	0	0	0	0	0	0	0
Gross Profit	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Software Development	10,000	100	100	100	100	100	100	100	100	100	100	100
Salarie	0	0	0	0	0	0	0	0	0	0	0	0

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Marketing Expense	60,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Total Expense	70,000	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
Operating Profit	(70,000)	(71,100)	(72,200)	(73,300)	(74,400)	(75,500)	(76,600)	(77,700)	(78,800)	(79,900)	(81,000)	(82,1000)
Net Income	(70,000)	(71,100)	(72,200)	(73,300)	(74,400)	(75,500)	(76,600)	(77,700)	(78,800)	(79,900)	(81,000)	(82,1000)

Pro Forma Income Statements – Year 2 quarterly

	Total Y1	Y2Q1	Y2Q2	Y2Q3	Y2Q4
Maintenance	0	400	800	1200	1600
Sales	0	2000	4000	6000	8000
Cost of Goods Sold	0	0	0	0	0
Gross Profit	0	2400	4800	7200	9600
Software Development	11,100	400	400	400	400
Salaries	0	0	0	0	0

Marketing Expense	60,000	1,000	1,000	1,000	1,000
Other	0	0	0	0	0
Total Expense	71100	1400	1400	1400	1400
Operating Profit	(71,100)	(72500)	(74500)	(68100)	(62300)
Net Income	(71,100)	(70100)	(66700)	(60900)	(52700)

Pro Forma Income Statements – Year 3 quarterly

	Total Y2	Y3Q1	Y3Q2	Y3Q3	Y3Q4
Maintenance	1600	2400	3200	4000	4800
Sales	8000	8800	9600	10400	11200
Cost of Goods Sold	0	0	0	0	0
Gross Profit	9600	11200	12800	14400	16000
Software Development	400	400	400	400	400
Salaries	0	0	0	0	0
Selling Expense	1,000	1000	1000	1000	1000

Other	0	0	0	0	0
Total Expense	1400	1400	1400	1400	1400
Operating Profit	(62300)	(54100)	(44300)	(32900)	(19900)
Net Income	($52700)	(42900)	(31500)	(18500)	(3900)

Pro Forma Income Statements – Year 4 quarterly

	Total Y3	Y4Q1	Y4Q2	Y4Q3	Y4Q4
Maintenance	4800	6400	8000	9600	11200
Sales	11200	12800	14400	16000	17600
Cost of Goods Sold	0	0	0	0	0
Gross Profit	16000	19200	22400	25600	28800
Software Development	400	100	100	100	100
Salaries	0	0	0	0	0
Selling Expense	1000	120,000	126,000	132,300	138,915
Other	0	0	0	0	0
Total Expense	1400	1400	1400	1400	1400

Operating Profit	(19900)	(5300)	12500	33500	54500
					83300
Net Income	(3900)	$13900	$34900	$55900	

Pro Forma Income Statements – Year 5 quarterly

	Total Y4	Y5Q1	Y5Q2	Y5Q3	Y5Q4
Maintenance	11200	13600	16000	18400	20800
Sales	17600	20000	22400	24800	27200
Cost of Goods Sold	0	0	0	0	0
Gross Profit	28800	33600	38400	43200	48000
Software Development	400	100	100	100	100
Salaries	0	0	0	0	0
Selling Expense	4000	1000	1000	1000	1000
Other	0	0	0	0	0
Total Expense	1400	1400	1400	1400	1400
Operating Profit	54500	81900	114100	151100	192900
Net Income	83300	115500	152500	194300	240,900

Appendix C: Technology and Operations

eWaiter is a technology company that is going to use a variety of hardware platforms to optimize the use of our product alongside a variety of software ecosystems and integrations.

Hardware

Our application will be designed to work on all Android and iOS devices so we will need to account for the varying screen resolutions in our application but beyond that Android and iOS will handle any specific hardware integrations. We will also use the following hardware platforms to power eWaiter.

Smart watches: We selected Pebble as our preferred smartwatch platform due to their low cost and ease of development. This smartwatch will be paired to an application on a tablet that will push notifications to the server while they are on the floor and outside of the wait station. This was the least invasive technology that we could think of because many restaurants have policies against the use of phones by their staff while working. Pebble currently has an open SDK that will allow us to write an application to deliver notifications. Our main hurdle will be a limit on number of active bluetooth connections one tablet can handle at once but we will work to test this during our initial trial period.

Tablets: We will be using tablets as the main back office hardware. This will allow us to focus our development of our applications on mobile devices. Our chosen platform for the backoffice software will be Android and this will act as our server for the smart watches in the restaurant. This will also have the interface to dispatch staff in a pooled house.

Servers: We will start off using Amazon Web Services to manage our servers. These will handle all of the online orders and interface with each restaurants POS.

Networking: All of our restaurants must have wifi to allow users to order and guarantee people are located in the restaurant they are ordering in.

Software

As as Software as a service provider we are primarily in the mobile software industry. All of our applications will be built for mobile devices and distributed through their

respective app stores. Our most difficult challenge will be integrating with various POS systems. We are going to plan on first integrating with Aloha Restaurant Systems and Micros Point of Sale.