



**Proposal to the National Restaurant Association**

**1999 Technology Pavilion Education Sessions**

## Introduction

This document will outline the factors—including both IT professional and restaurant operator concerns—that we have taken into consideration when planning the 1999 National Restaurant Association technology program. It is intended to open opportunities for discussion with the NRA staff.

## Restaurant Industry Issues

According to the National Restaurant Association's own 1998 survey, the top five issues for restaurant operators are:

- **The labor pool.** Both the availability and quality of personnel are decreasing.
- **The Year 2000 problem.** The computer bug threatens to shut down systems at the turn of the century.
- **Operating Costs.** Margins continue to erode as operating costs rise.
- **Competition.** Identifying and implementing practices that offer competitive advantage is essential in the current environment.
- **Food Safety.** The ramifications of food-borne illness can be fatal to a business.

Interestingly enough, the Year 2000 problem is the only specific technology issue to make the NRA survey. However, it is instructive to consider ways that all of the concerns might be addressed in this year's technology program.

### Labor

While technology cannot replace people, it can support the human resource process. In particular, automated hiring, testing and training solutions are readily available and can be highlighted. Likewise, the trend towards incorporating best practices into software—consider service management systems or initiatives to use technology to improve food service response time—reduce the employee skill levels required to run the business. Many program topics may be selected that have specific implications for labor. Those implications need to be clearly articulated when promoting the session(s).

### Y2K

Clearly the Year 2000 problem has received substantial business press in the last several years, creating a climate of both impending doom and total boredom with the subject. Any conference attendee who has not yet begun to take

appropriate action concerning this problem probably can't be helped by a session devoted to it at this late date. Therefore, we would suggest instead that we include a Disaster Recovery Planning session with a Y2K spin rather than another "Y2K How To."

### **Operating Costs**

Recent conference topics such as "How to Obtain Corporate Buy-In for IS Projects" indicate that IT professionals are feeling the effects of shrinking corporate margins. In fact, a concept that is receiving a great deal of attention in the IT community is the *total cost of operation* associated with information systems. We recommend that this subject be included in our technology program.

In addition, technology can improve operations practices in such a way—reductions in food costs, improvement in labor scheduling, etc.—as to reduce operating costs. Opportunities for illustrating such benefits are available; however, attendees have been exposed to topics such as inventory software and labor scheduling software in the past.

### **Competition**

Many restaurant operators view their information systems as a competitive advantage, whether because of improved employee performance, reduced operating costs, better relations with vendors, or myriad other reasons. One of the most interesting applications of technology for competitive advantage is in the arena of customer loyalty programs, including frequency and preference programs and smart cards. These programs draw upon advances in data warehousing, an oft-requested topic by NRA membership that should be included in this year's program.

### **Food Safety**

Although there is nothing specific that technology can do about food poisoning, there are a limited number of kitchen applications on the market that incorporate safe preparation standards into the presentation of information to the cook. Because awareness of this software niche is limited and few vendors offer such applications, we believe that the topic should be tracked for inclusion in a future year's program when greater audience interest is projected.

## **IT Staff Issues**

Although one of my goals is to create sessions of interest to the operations executive (i.e., sessions concerning the application of technology to business problems), the primary audience for the technology program will be IT professionals in the restaurant industry. We believe that the interests and needs of this group can be broken down into the following categories:

- **Technical Issues.** Data warehousing, communications strategies, Y2K, open systems standards, the Internet, wireless developments, thin clients—IT professionals are interested in learning about complex technological subjects from an execution standpoint. The important consideration when evaluating technical issues for inclusion is to recognize that the sophistication/needs of a small operator vary widely from those of a large corporation.
- **Administrative Issues.** These concerns include budgeting and financial issues, staffing considerations, and processes unique to the IT function, such as the software/hardware selection process. A hot topic in this area is that of IT support models, including help desks, outsourcing, and franchisee support.
- **Operations-driven Application of Technologies.** The concept is the automation of best practices to promote streamlined, consistent execution of corporate policies. Numerous software categories attempt to achieve this goal, with varying success. For our purposes, the real issue is one of perspective: both operators and IT professionals are viewing technology solutions from an operations perspective as well as an execution perspective.
- **Application Stories.** A perennial favorite at conferences, application stories allow vendors/users to share information concerning a specific brand of technology. The problem is that the pool of potential topics is enormous—at a single restaurant chain, site packages may include POS, credit card preauthorization, service management systems, inventory, training, labor scheduling, and other back office functions, while corporate packages may include purchasing, groupware such as Lotus Notes, financial applications, and general business application suites such as Microsoft Office. Factor in that each application type is provided by multiple vendors and it quickly becomes apparent that the odds of appealing to a sizable group of attendees is miniscule. We recommend that we think of application stories in terms of categories, with multiple vendors presenting their offerings in the same time slot.

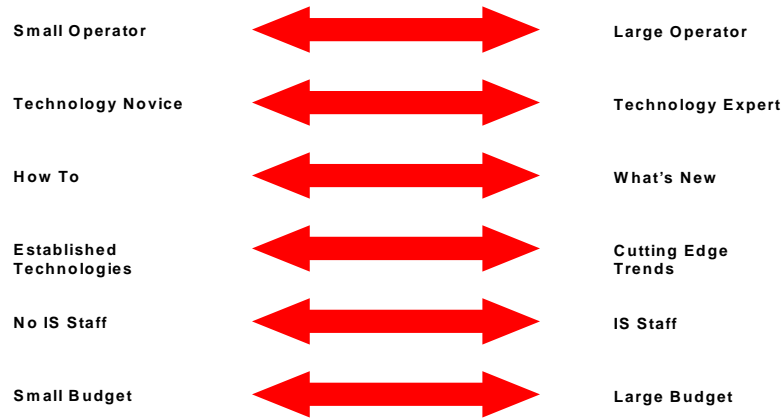
## Selection Criteria

In addition to considering industry and IT trends, topic selection must take into account the varying needs of conference attendees and the variety of potential speaker types in order to achieve a successful balance of subjects and presentation styles.

## Audience

The technology program is designed to meet the varied needs and interests of the NRA membership, some of which are illustrated below:

### The IT Audience Continuum



This continuum is often broken into three categories—Tiers One, Two, and Three. According to the National Retail Institute’s May 1998 Retail Industry Indicators report, the tiers are comprised of the following:

Tier	Qualifier	# Operators	# Units
Tier One	100+ locations	12	22,300
Tier Two	10-50 locations	190	337,500
Tier Three	1-10 locations	4,200	67,800

Clearly, if conference attendance proportions mimic the number of operators in the marketplace, the vast majority of conference attendees will be Tier Three. This is a population that has been underserved by technology programming in the past. We would strongly recommend applying the Expert in a Day concept to a subject matter category that has significance for this group. If possible, promoting this program through standalone direct mail would greatly increase attendance by operators who do not perceive themselves as technical but need exposure to technical information.

At the same time, tying in to emerging trends meets the needs of Tier Ones and larger Tier Twos while establishing the NRA’s technological savvy. Thus, cutting edge issues do merit more attention than the attendance breakdown might suggest. We also suspect that the number of attendees in technology sessions is weighted heavily towards those larger organizations that do utilize professional IT staff. My goal is to continue to meet the needs of this IT professional while generating interest in the “amateur” small business ranks.

## Presenters

Although the conference technology program will be selected based upon the needs of the National Restaurant Association's various constituencies, it must be remembered that its success will be determined in no small part by the speakers selected. We believe that it is important to strive for a mix of presenters from the categories listed below:

- **Fellow NRA members (i.e., case studies).** The fellow technology user is generally viewed as the most credible speaker type; because of this, case studies tend to be very well received by an audience. This speaker is ideally suited for discussions of the application of technology to business operations as well as stories concerning the rollout of a specific hardware/software solution. In other words, we believe the conference should feature presentations by both Operations staff and IS professionals concerning the use of technologies.
- **Vendors.** Vendors are often anxious to speak at conferences, viewing the opportunity as free publicity. While we understand the association's desire to be responsive to major exhibitors, we do not feel that a "sales pitch" track is the best use of the limited number of sessions available in the technology program. To increase the value of vendor presenters, we would suggest that vendors be placed in panel discussions rather than single speaker slots. For example, three point-of-sale vendors discussing what to look for when buying a POS will provide a well-rounded discussion for an attendee; in all likelihood, one vendor would not. Additionally, a vendor may be useful when paired with a user case study for two views of a subject.
- **VARs.** Like vendors, VARs often welcome conference speaking opportunities as good publicity. However, for our purposes they offer two advantages over vendors. First, many resellers will possess in-depth knowledge of multiple offerings in a category. Second, most VARs are highly experienced in system integration.
- **Consultants/Service Bureaus/Miscellaneous Outsourcing Options.** Particularly appropriate for covering the outsourcing issue, this speaker resource option can also shed light on the implementation and maintenance of various technologies.
- **Analysts/Industry Experts.** Ideally, we will be able to field some experts for discussions of technology forecasts and trends. In addition, these speakers are ideal as moderators or chairs for panel discussions because they are viewed as impartial.

## **The Internet**

There is a great deal of interest in “the Internet” both from NRA members and from the general press. However, it is important to remember when planning the technology program that there are a large number of resources, including trade shows, devoted solely to this topic. My guidelines for determining what Internet issues have value for the NRA are simple: The subject must have specific applications for the restaurant industry. “How to Set Up a Web Site” can be learned from a variety of sources. “How to Apply Internet Technologies to the Restaurant Business” cannot.

## Programming Recommendations

Topic	Content Type	Audience	Presentation Type	Considerations	Presenter	
<b>1</b>	Session 1: Expert in a day – Restaurant Technology Today: “The Store”	Technical / How to	Tier 3	Joint Overview		Vendor(s), IS, Consultant
<b>2</b>	Session 2: Expert in a day – Restaurant Technology Today: “The Home Office”	Technical / How to	Tier 3	Joint Overview		Vendor(s), IS, Consultant
<b>3</b>	??? Session 1: Expert in a day	Technical / How to	Tier 1			
<b>4</b>	??? Session 2: Expert in a day	Technical / How to	Tier 1			
<b>5</b>	Enterprise Communication Strategies: Managing the geographically dispersed organization	Technical	Tier 2 & 3	Panel		Vendor(s)
<b>6</b>	Human Resource Solutions	Technical / How to (Labor Pool)	Tier 3	Joint Case Study		IS Director / Project Manager
<b>7</b>	???Implementing Best Practices in	Operations Process Driven S/W (Labor Pool)		IS/Ops – Joint Case Study		IS Director / Ops Director
<b>8</b>	Integrated Solutions vs. Best of Breed	Technical	General	Panel		Moderator – plus 2 or more opposing panelists
<b>9</b>	Y2K Disaster Recovery Planning: Identifying potential problems and implementing recovery scenarios	Technical / How to Including Y2K contingency planning	General	Training		Consultant
<b>10</b>	Technology Forecast: Emerging Trends – Restaurant Technology	Technical	Tier 1	3 person panel overview		Analyst or other experts

	Topic	Content Type	Audience	Presentation Type	Considerations	Presenter
	in the 21 <sup>st</sup> Century					
<b>11</b>	Managing a Successful Technology Implementation: RFP to Rollout	Admin	General (Tier 3)	Training		VAR/Vendor or IS with Case Study
<b>12</b>	Software Support Models	Admin	General	Joint (?) Training		Consultant, Service Bureau, IS
<b>13</b>	Measuring Operational Improvements from Technology (also Margin Improvements)	Operations	General	Single Presenter Training		Consultant
<b>14</b>	Understanding TCO: The hidden costs of technology and how to control them	Admin	General	Single Presenter Training		Consultant
<b>15</b>	The Internet: How will it affect Restaurants tomorrow - How can it be leveraged today	Technical, Operations	General	Single or Joint Overview		Analyst or other expert(s)

## **Addendum: Marketing Copy for Final Education Program Schedule**

### **Expert in a Day**

Sure that technology can improve your business, but no idea where to start? Join us for a comprehensive two-session overview of restaurant information systems that will take you from novice to expert in a day. We'll cover hardware considerations, software options--even how and where to buy--in these presentations by experienced restaurant operators and leading industry vendors.

#### *Session One*

##### *An Introduction to Restaurant Systems*

Learn about the newest developments in point-of-sale systems, back office software, and other on-site technologies that can streamline your restaurant operations.

#### *Session 2*

##### *An Introduction to Corporate Systems*

If you operate more than one restaurant, advances in inventory, accounting, and reporting technologies can significantly improve your administrative processes. We'll show you how.

### **Focus on the Future**

#### *Technology Forecast: Restaurants in the 21st Century*

The restaurant of the future will rely on high speed connectivity, wireless capability, and a host of other innovations that reduce the complexity of information systems while more tightly integrating them into the fabric of the business. Here's the lowdown on what to expect next.

### **Focus on Operations**

#### *Getting the Best in Today's Labor Market*

As the pool of available workers shrinks in both size and quality, getting the best employees--and the best from available employees--has become a top-of-mind concern for most restaurant operators. This session will illustrate how human resource technologies enable better hiring and training practices, resulting in a more capable workforce for your business.

### *Case Study: Implementing Best Practices through the Use of Technology*

Applying "best practices" to your business is a great idea, but how do you execute the concept? This case study will deliver a dual perspective on the problem, as executives from IS and Operations describe the processes and pitfalls involved in melding best practices and technology.

### *Measuring the Return on Your Technology Investment*

Although technology is often sold as a way to improve your operational processes and margins, many operators fail to quantify IT project results. In this sessions, we'll provide a methodology for analyzing the benefits your technology implementations bring to you.

## **Focus on Finances**

### *TCO: The Hidden Costs of Technology Ownership*

If you think about technology expenditures in terms of purchase price only, this session will open your eyes. An introduction to the concept of "total cost of ownership," this overview will identify the many ongoing expenses associated with IT investments and offer various approaches to controlling those costs.

## **Technology in Action**

### *Communication Strategies for the Geographically-Dispersed Organization*

The seamless flow of data between sites and headquarters is essential for today's successful multi-unit businesses. We'll look at the various communications infrastructures available, from traditional polling solutions to the implications of the Internet as a ubiquitous communications channel.

### *The Integrated Solution Versus Best-of-Breed*

Which is better, a solution set designed to work together or a compilation of the best applications on the market? How does the movement towards open systems influence this decision? Our panel of industry experts will battle it out.

### *Disaster Recovery Planning and the Spectre of Y2K*

Let's face it, if you haven't already started tackling the Year 2000 problem, you may very well not make the deadline. Never fear, you can still survive. This session will teach you how to identify potential problems and implement recovery scenarios if disaster strikes.

*Case Study: The Successful Technology Implementation*

From RFP to rollout, the implementation process is time-consuming and complex. In this case study, a vendor and a restaurant operator will identify the critical factors for success.

*Managing Information Systems*

In this in-depth training session we'll look at the role of the IS department in the organization as well as opportunities for outsourcing everything from implementation to maintenance to help desk. Find out which software support model will work best for you.

*The Internet Today and Tomorrow*

The impact of the Internet on your business, as everything from a vehicle for advertising to an infrastructure for business relationships, will be analyzed in this session. The emphasis is on both how the Internet will affect your restaurant tomorrow and how it can be leveraged today.

*Putting an Efficient Food Response System to Work for You*

The newest twist on just-in-time inventory management, efficient food response systems deliver the food you need when you need it. Learn what these programs do and whether or not one is appropriate for you.

*Hardware Workshop: The Touch Screen Point-of-Sale*

In this session, a panel of POS vendors will discuss the pros and cons of touch screen technology and provide pointers on what to look for in a new touch screen system.



The 2007 PAR  
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July 25 – 27, 2007

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## The 2007 PAR Industry Advisory Council

8383 Seneca Turnpike  
New Hartford, NY 13413  
T: 800.448.6505  
F: 315.738.0562  
[www.partech.com](http://www.partech.com)

Welcome!

We are delighted that you have joined us and your fellow restaurant technology leaders for PAR's second Industry Advisory Council. Your knowledge, insight and experience are critical to the success of this meeting.

Florida is the home of PAR's software development group and the natives among us are pleased to share the best of their state with you—its sea, sand and sun. To that end we've planned two oceanside evenings for you. Our Wednesday welcome dinner is a casual beach picnic while Thursday we will enjoy a dinner from the sea. We are certain these events will provide you with the opportunity to renew old friendships and build new ones with your peers.

As we come together for this meeting, we thank you for sharing so generously of your time and of your ideas. Working together, we are setting the agenda for the future of restaurant technology by defining and creating tomorrow's technology today.

Karen Sammon  
President  
Software Solutions

Lou Brown  
Vice President  
Global Sales and Marketing





*Where is technology headed in our industry?*

*What IT tools do you envision using in the next decade to better run your restaurants?*

*How can we help bring about the new solutions you and the industry as a whole will need in the future?*

Today is about creating a true partnership between PAR and you, the innovators making changes in the way our industry does business. As we discuss technology trends and share our product plans, we ask for your input and recommendations.

What you say today will make a difference at PAR.

Simply put, as we design the future of our business, we want to make sure that we are taking care of the future needs of yours. In doing so, we ensure our joint success.

You will see the results of your work today—in PAR product roadmaps and strategies, in new service and finance options, in ongoing innovations in the way we do business.

We value your partnership as we envision the future of restaurant technology—one that we will bring about by working together.



# AGENDA

## Wednesday, July 25th

The Bluff (Oceanside), Four Seasons Resort Palm Beach

7:00 pm Welcome Reception *All*

## Thursday, July 26th

Banyan Meeting Room, Four Seasons Resort Palm Beach

8:00 am Continental Breakfast *All*

8:30 am Welcome and Introductions *Brown*

8:45 am Emerging Industry Trends *Grimes*

9:00 am The Service Oriented Enterprise *All*

9:45 am Is Cash Dead? *All*

10:30 am Break

10:45 am How Safe Is Your Food? *All*

11:30 am Defining the Intelligent Enterprise *All*

12:00 pm Lunch *All*

Restaurant Terrace (Poolside)

1:00 pm Change and the Human Factor *All*

1:30 pm Exclusive Preview: What's Next for PAR Hardware *All*

2:15 pm Break

2:30 pm The Future at PAR *Sammon*

3:00 pm Open Discussion: Feedback on New PAR Initiatives *All*

3:45 pm Closing Remarks *Cortese*

7:00 pm Dinner *All*

The Bluff

## For Discussion

### The Service Oriented Enterprise

9:00 am – 9:45 am

How will you provide superior service to your customers in the future? How, in turn, can we be responsive to your evolving needs as our customer? At PAR, our next generation offering—hardware, software and services—is designed to enable the Service Oriented Enterprise.

New operational models are emerging to augment the ways your business interacts with your customers. Consider the fragmentation of the traditional counter POS into multiple internal, external and virtual orderpoints or the types of information customers are seeking at the point of sale, from nutrition guides to personalized marketing experiences. From how your guests order and pay to how you serve them the freshest food in the shortest time with the most accuracy, in the future new technologies will help you redefine your customers' experience with your brand.

We begin our day by taking a look at change in your business and strategies for managing it.

### To Consider

*What major changes do you foresee to your restaurant systems in the next five to ten years?*

*How do you manage change from an IT perspective? From a business perspective?*

*Is the pace of change increasing in your organization? In the industry as a whole?*

*What are the key components of a change-enabling solution?*

*How will new technologies impact your IT infrastructure? Your service goals?*





## For Discussion

### Is Cash Dead?

9:45 am – 10:30 am

With its promise of driving top-line revenue, credit, debit and gift card acceptance has become increasingly common in the restaurant industry. New types of cashless transaction processing continue to appear, including customer swipe, tap and go, near field communication (NFC) and chip and pin. And new devices are entering the restaurant environment to support the cashless settlement process, such as pay at table solutions and kiosks.

Are the real benefits of these transactions found in increased sales or in loss prevention? Do these benefits outweigh the implementation and ongoing costs of cashless payment solutions?

In this session, we will discuss the implications of an increasingly cashless world for your restaurants.

### To Consider

*Which payment processing options — PIN, tap and go, NFC—will emerge as industry standards for POS hardware?*

*How quickly will NFC be adopted in the United States?*

*What payment types will you accept in the future? Is the convergence of prepaid cards and loyalty programs an industry-wide trend?*

*Are cashless transactions and self-service technologies linked in your restaurant IT strategy?*

*Does the “transaction percentage” payment model make sense? Should it be used for other restaurant solutions?*

## For Discussion

### How Safe Is Your Food?

10:45 am – 11:30 am

From farm to fork, ensuring the safety of your food is critical to your business. RFID has been hailed as the future of inventory management but its use is not widespread in the restaurant industry. In addition, product tracking and recall is only one component in a food safety program. Controlling complex preparation processes, managing bare hand contact, and complying with HACCP reporting requirements are among the many issues safety conscious restaurant operators must address.

Capturing food safety data opens up new requirements for integrated reporting, problem notification and escalation, and corrective action verification—at the individual site and across the enterprise. How do the needs of a food safety program fit into a restaurant’s overall communications strategy? What are the risks associated with recording this information?

During this discussion, we will talk about the role technology plays in your food safety initiatives today as well as the impetus for adoption of food safety technologies across the industry.

### To Consider

*How do you currently manage food safety in the restaurant? In your supply chain? What processes can technology improve?*

*Will advances in IT be the driver for adoption of food safety technologies or will the industry wait for legislation?*

*What role does smart kitchen equipment play in your food safety IT strategy?*

*Are you exposing your business to legal liability by automating food safety data capture and storage?*





## For Discussion

### Defining the Intelligent Enterprise

11:30 am – 12:00 noon

In a future where the amount of operations data that can be gathered and rapidly distributed across the enterprise continues to grow, how will restaurants use information to improve performance?

Many building blocks of business intelligence strategies are in use today—above store reporting, web portals, on-site dashboards, pager alerting systems, and more. New solutions, including voice recognition systems and mobile phone-based information delivery, are on the horizon. The challenge remains constant: providing information to the user when and where he needs it to make better decisions and take more effective action.

From decision support to exception management, we'll explore the ways information is being used to create the intelligent enterprise.

### To Consider

*How does your current business intelligence solution support corporate goals? What data do you currently gather? What would you like to integrate in a single BI solution?*

*Who are the different users for business intelligence systems in a restaurant chain? How does information content and delivery mechanism differ by user type?*

*What role does alerting and exception management play in BI?*

*Should tools such as portals be customizable by the user or corporate-defined by role?*

*How important is mobile information access in an effective business intelligence strategy?*

# For Discussion

## Change and the Human Factor

1:00 pm – 1:30 pm

As we look to a future filled with more and more restaurant systems, it is essential to consider the impact of new technologies on the end user, whether your corporate staff, your restaurant employees or your customers. Providing an intuitive user experience reduces training requirements and time to competency.

To that end, we have added a new human-computer interaction practice to PAR.

In this session, we will explore how we can work together to ease the challenges associated with introducing new technologies to end users.

## To Consider

*How do you encourage the adoption of new technologies by your employees? Can technology design encourage use?*

*How much training time is required for a new employee to become proficient on your current store systems? What are you doing to reduce the time required?*

*How important is humans factors engineering in the selection of new technology?*

*Do you currently have an HCI function in-house? Do you perform formal usability studies?*





## 2007 INDUSTRY ADVISORY COUNCIL ATTENDEES

### Jon Bridges

CIO and Vice President  
Chick-Fil-A, Inc.

### Beth Briggs

Vice President, IT  
New World Restaurant Group

### Jeff Chasney

CIO and Executive Vice President  
CKE Restaurants, Inc.

### David Grooms

Vice President, Information Technology  
McDonald's Corporation

### Jerry Kenney

Senior Vice President, Core Operations  
Papa Murphy's International

### Charles Lee

Chief Information Officer  
Taco Bell Corporation

### Tom Romano

Chief Information Officer  
KFC and Long John Silver's

### Jim Waters

Chief Information Officer (Retired)  
Universal Studios

## Moderator

### Robert Grimes

President  
Accuvia

## PAR Attendees

### Lou Brown

Vice President,  
Global Sales and Marketing

### Greg Cortese

CEO and  
President

### Julie Grosse

Vice President,  
Marketing

### Mike Herman

COO,  
Software Solutions

### John Muhlberger

Vice President,  
Product Management and  
Professional Services

### Karen Sammon

President,  
Software Solutions

### Bill Williams

Vice President,  
Operations





8383 Seneca Turnpike, New Hartford, NY 13413

T: 800.448.6505 F: 315.738.0562

[www.partech.com](http://www.partech.com)