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Developing strategic, financial, HR, and R&D aspects of starting a new company.
Rock & Serve - Communication amplifying service in HoReCa.

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1. INTRODUCTION

1.1. Background

The restaurant business will always be a relevant field of activity, as it provides entrepreneurs with many opportunities to realize their potential and translate their ideas into reality. The catering industry has one of the largest consumer market shares in the world. It is most fully represented in the countries of Western Europe, India, the USA, and Southeast Asia, and experts estimate its global turnover at more than \$2.5 trillion per year [Statista2021]. The undoubted leader and flagship of the development of the catering industry is China, which accounts for more than 1/3 of the total world turnover in the catering sector (about 641 billion euros in 2020) and where positive dynamics of rapid growth have been observed over the past 45 years [Deloitte2020]. In turn, the European market for catering services has also been developing quite actively in the last decade and has shown good annual growth rates. The undoubted leaders of the European region in terms of market volume are Italy, France, Spain, Great Britain, and Germany. Based on Eurostat information data, the structure of the European restaurant market is mostly represented by small businesses [European Commission2021]. The public catering market in Ukraine also showed positive growth. In particular, in 2018, the number of catering establishments in Ukraine increased by 2.4 thousand units [Pro-Consulting2020]. It is a rather small result on a national scale. However, at the same time, it is a very important positive trend and a sign that more and more Ukrainians can afford to spend part of their budget on eating out of their homes. An analysis of the restaurant market in Ukraine shows that if the country continues to develop towards achieving the European standard of living, then entrepreneurs who have invested in this industry may prepare for an increase in their incomes. Unlike fast food establishments, there will be a long time for the Ukrainian out-of-home market to reach its full saturation. The domestic market is also characterized by a number of trends that can be viewed both as barriers and as prospects for the restaurant business. In particular, most public catering establishments that appear in the country are opened by restaurateurs already known in Ukraine or abroad, or by using franchises that have

proven themselves well on the market. Another problem is the increase in rents for premises for cafes and restaurants due to the increased demand. Accordingly, the cost of food also increases. It increased by 15% in 2018, according to rough estimates. The Ukrainian catering market is diverse and has many business-building models, among which coffee shops and fast foods have gained the most popularity. In addition, the analysis of the fast-food market shows that more and more establishments that are focused on fast food try to grow into restaurants of a low or even medium level by expanding their range and improving their quality of service. Consumer preferences have changed as well. Many people want not only to satisfy their hunger but also to get new experiences in restaurants that have their own unique styles and provide high-quality food and service. In this regard, both global and local trends demonstrate an increase in the attractiveness of the public catering and restaurant business market and increased competition in it due to the growth of demand. Accordingly, the industry players are tasked with maximizing their competitive strength by expanding their market share and attracting additional target audiences.

1.2. The problem statement

The sphere of the restaurant business both all over the world and in Ukraine, in particular, is extremely dynamic. Rapid globalization processes lead to increased competition in this business segment, changes in consumer preferences, and the owners' orientation towards the service quality and attracting additional target audiences. At the same time, the restaurant business remains one of the most promising areas, investment in which can lead to profitability at the level of 15-20% in the long term. However, just investment itself is not enough for the successful functioning of companies that operate in the catering segment. Entrepreneurs face many challenges, among which the problem of building positive communication with customers to satisfy their needs is relevant. In particular, most restaurant owners lack instant customer feedback and effective analytical tools to draw conclusions about service quality. If taking the life experience of a classic restaurant customer as a basis, then it is possible to conclude that no more than one restaurant in ten uses feedback tools. Moreover, this feedback boils down to providing ratings for the quality of service on

paper, which has no further development and is not used by companies as an analytical tool or guide for business transformation. In turn, the issue of slow service in restaurants also gains relevance, which negatively affects the quality of servicing and reduces the loyalty of the customer audience. Many customers are unhappy with the fact that they have to wait a long time for a waiter or wait a long time for the order to be completed. At the same time, the company's turnover in the future will depend precisely on the satisfaction of its visitors.

There are also some other problems that prevent restaurant business owners from being successful. Among them, there is a drop in sales, which has been especially noticeable during the crisis caused by the Covid-19 pandemic. According to the industry players, the flow of guests in restaurants in 2020 also declined. The slight increase in sales in some restaurant chains can be attributed to higher prices on the menu rather than an influx of additional customers. Full-service restaurants and family restaurants have had particularly negative trends. The reasons for this situation included several factors, in particular, low food prices, which has made it much more profitable to cook at home. In this case, the difference in costs is too significant. Many restaurants continue to raise prices on their menus regularly for their own purposes, regardless of market conditions. Additional determinants include negative consumer sentiment, economic uncertainty, and uncertainty about the future. In order to stimulate sales, restaurateurs try to introduce special offers, promotions, and discounts in their restaurants, but the constant presence of these propositions reduces the value of the restaurant brand in the eyes of guests and damages the restaurant as a whole. Restaurant price wars also negatively affect the bottom line of organizations that operate in the catering industry since this approach leaves them no money to develop and grow. If sales on promotions and discounts make up a significant part of a restaurant's revenue, then the establishment is under constant threat of bankruptcy. As soon as such a restaurant stops its promotional offers for a while, it will immediately lose a significant source of revenue since those guests for whom the prices on the menu are the main criterion when choosing a restaurant will stop visiting it. On the other hand, negative consumer sentiment and uncertainty leave restaurants no other choice. In order to

somehow keep their competitive position and pay for their fixed costs, catering establishments will give up part of their profits and offer promotions and discounts in their establishments. Finally, another barrier is the problem of contactless service, which has gained particular popularity in the context of the Covid-19 pandemic, according to the Ukrainian restaurant business association. The situation that was observed in 2020 and early 2021 showed that many people refused to go to restaurants for fear of infection. At the same time, the restaurant business is little focused on service in contactless mode or in the mode of limited contacts, which affects the industry extremely negatively, both globally and within Ukraine. In this regard, there are several key problems that require immediate solutions:

- Poor quality of service and slow service in restaurants, which leads to a decrease in customer satisfaction;
- High level of competition;
- Falling demand and sales and reduction of customer flow;
- Lack of sufficient technical support to meet the needs of customers and restaurant owners;
- Lack of effective customer feedback and analytical tools to improve service quality.

1.3. Thinking about the possible solutions

In this regard, in the conditions of fierce competition, the players in the public catering market need to turn to information and technological innovations that can mitigate or eliminate the listed problems and enhance the competitive stability of businesses. There are many solutions in the restaurant business that could help their owners succeed in the short and long term. These approaches include product line differentiation to meet diverse customer needs, focus on product quality, service component solutions, and so on. For example, today's consumer demand in the restaurant business segment undergoes significant changes. Many clients focus on healthy and organic food, and there are those for whom the variety of dishes or their emphasis on ethnic motives is of paramount importance. There are restaurants that offer meals for different age groups and even for individuals who have certain dietary

restrictions, for example, people with diabetes. Taking into account consumer preferences allows restaurant owners to adapt to the tastes of their target audience, thereby expanding its volume. Accordingly, players in the restaurant business may focus on the quality of food, turning, for example, to local farms that offer organic products. The service also plays an important role. Some restaurant owners integrate creative solutions that can relate to the design of the rooms, a unique atmosphere, the originality of dishes, or individual promotions and gifts. However, currently, one of the most versatile solutions that allow solving several problems at once is the introduction of information technologies into the activities of public catering establishments. In particular, the evolutionary path of restaurant automation came from separate specialized software for accounting, warehouse operations, and control of cash register equipment. The next stage of the development consisted of the automation of all business processes using a single software that was specially built for the restaurant business [Berezina2019]. This software also began to be supplemented with functions that were not subject to automation before, for example, order placement, inventory, and others. In this regard, specialized systems for automating the restaurant business emerged and have proven their effectiveness over time. However, the most important technologies are those that maximize the connection between restaurateurs and their customers. Therefore, within the framework of this project, one of the promising solutions is the use of innovative software based on the Web App launched by QR code or NFC tag and the Dashboard with NPS trend. It is assumed that this product will provide effective communication between stakeholders, allow customers to explore the menu in contactless mode, call a waiter, choose a convenient payment method, and leave feedback on the visit and the quality of services. In addition, the software will include a panel where customers can rate a restaurant. This information will allow calculating their loyalty indices, which will help restaurant owners make the right business decisions regarding further transformations of service approaches.

1.4. Product/Service Description

As an optimal solution to the described problems, this project considers the possibility of creating a company called Rock & Serve, which will focus on the digitalization of the restaurant business. The idea of creating the company dates back to 2020, and its goals include several points. In particular, they include developing restaurant customer service, enhancing the abilities of restaurant owners with analytics, and improving communications in a restaurant through digitalization and streamlining of their processes. The main product of the company is software (Web Application) that works on the basis of a QR code or NFC tag and includes Dashboard with NPS trend. By using an application that works through the use of a QR code or NFC tag by customers, restaurant owners will have the opportunity to improve the quality of service and observe trends in consumer loyalty. In this case, the software, which also has the name "Rock & Serve," assumes the following possibilities:

- By scanning the QR code or NFC tag, customers get access to a Web App with an interactive online menu where they can order food without waiting for the waiter's arrival.
- The application menu provides the ability to call the waiter after the choice of dishes is made and then maintains constant communication with him or her.
- The application also implies the ability to choose a payment method. The client may choose to pay by banking card transfer or in cash, about which the waiter will be notified.
- The software assumes the ability of a client to leave a short response about the establishment, which the restaurant owners will take into account to improve the quality of service in the future.
- The application includes an NPS dashboard that a person in charge of or a restaurant owner has access to. As part of this task, the client will be asked to rate the restaurant and the quality of its service. The resulting data will be the basis for calculating the customer loyalty rating, which will ensure timely business decisions to stimulate demand and customer satisfaction.

In this regard, the Rock & Serve product will be the answer to the many challenges that restaurateurs face both locally (in Ukraine) and globally (in the future).

1.5. My role in the project

The role of the researcher in this project is to assess the digital technology market, in particular, the digital technology market in the restaurant business, and to develop a successful business model and strategic planning. Within this role, the researcher faces a number of tasks:

- Conduct an analysis of the digital technologies market for business and ensure the relevance of technological innovations and their benefits.
- Prove the relevance of digital technologies in the restaurant business.
- Consider the prospects for using a QR code or NFC tag and customer loyalty dashboard in the restaurant business.
- Conduct an analysis of the market competition and customer preferences to confirm the timeliness and relevance of the Rock & Serve product introduction to local and global markets.
- Develop a business model based on the CANVAS scheme including the financial part.
- Describe how the Rock & Serve product works.
- Develop a strategy for building a highly professional team, which is a necessary step for a successful product introduction to the market.
- Develop strategic plans based on Slywotzky's model.

In this regard, the main goal of the researcher is to prove that the Rock & Serve product will be successful in the restaurant business and to formulate the main steps for bringing it to the market.

1.6. Contents of dissertation chapters

Chapter 2 analyzes the potential market for the Rock & Serve product. For these purposes, it looks at the global digital business market and digital technology in the restaurant business. In addition, the chapter analyzes the main competitors of Rock & Serve, which operate in the same or similar areas. The section also provides a detailed analysis of the consumer segment to justify the relevance of the product. For these

purposes, brief surveys and interviews were conducted among the consumer audience and representatives of the restaurant business. In this regard, the chapter describes the process of collecting information, the results obtained, and the conclusions that can be drawn from them.

Chapter 3 examines the processes of creating a new company, Rock & Serve, based on the Business Model Canvas. For these purposes, the project provides a model-building algorithm that includes such segments as customer segments, startup key values, service distribution channels, customer relationships, revenue streams, key resources and partners, cost structure, and so on. The consumer segment includes both direct and indirect recipients of the services. The direct clients of the Rock & Serve startup are the owners of large and small restaurant businesses that directly deliver services to the target audience, regardless of the specifics of the cuisine. In turn, indirect consumers may include restaurant and café customers who will subscribe to the Rock & Serve software and use its range of services. The core values of Rock & Serve are to create an environment that would allow positive communication between the restaurant businesses and their customers and would stimulate the growth of the companies' revenue streams and the satisfaction of their target audiences. In addition, it is assumed that the service, which is being developed within the framework of the Rock & Serve project, will contribute to the stabilization and strengthening of the restaurant business segment in Ukraine and increase its competitiveness in comparison with global players. Rock & Serve's channels and methods of contacting customers will include needs analysis, advertising, in-service technical support, and after-sales services. In particular, both restaurant business owners and their visitors will need to pre-familiarize themselves with Rock & Serve's functions, understand the value and relevance of these offerings, and express their own preferences. In addition, it is necessary to provide full-service support for direct users of the software. Finally, the range of services will also include after-sales servicing, based on customer feedback, a variety of promotions and offers, and so on. Customer relationship support will be based on feedback. In particular, in order to ensure the quality and reliability of the service provided, it is necessary to analyze different segments of potential buyers of

services, their priorities, values, and needs. This approach allows reaching a larger target audience. Revenue streams will come from restaurant business owners. Rock & Serve will have partnership agreements with them to install QR codes and NPS trend dashboards. In particular, the business owners are also expected to pay monthly (or contractual) fees for using Rock & Serve's services. They will also act as key partners. The CANVAS key resources for this startup are the software, on the basis of which customer service will be implemented, and human resources acting as developers and organizers. Finally, key costs will include team salaries, marketing campaigns and customer communications, software updates, and administrative and operational costs.

Chapter 4 covers the technical aspects of the startup, including the specifics of how the QR code system works. In particular, the main attention is paid to the current methods of code encryption, the architecture of the QR code, and algorithms for its use. A QR code is a two-dimensional barcode that can contain information of different content. Quick Response reflects the ability of devices and software to recognize a code quickly and transform the data that it contains. Scanning a QR code by using a special application installed on a smartphone allows instantly obtaining the information contained in it (for example, data about a company or a product) or initiating a payment. Originally, the QR code was used in the Japanese industry to mark parts and spare parts when they were transported. After quite a long period, the scope of its application has significantly expanded. The QR code is represented as black squares arranged in a square grid on a white background, which can be recognized by special devices and image processing software such as a camera and a mobile application. Several important aspects make QR codes easy to use. In particular, they include the ability to include a large amount of data in the code, ease of reading and scanning, the presence of an algorithm for correcting errors, and the availability of free specialized applications for reading and creating one's own QR codes, which can reduce future startup costs.

Chapter 5 looks at several directions. First of all, they include the theoretical foundations of forming a professional team, and the psychological aspects of team building. Further, the ways of building teams, and approaches to the formation of team

efficiency are presented. The chapter also outlines the milestones and directions for building a highly professional team, and the selection process for team members. Finally, the chapter introduces the team roles and responsibilities of the main contributors to the Rock & Serve startup. In recent years, teams have been viewed as the most important group phenomenon in organizations. They are becoming more and more popular because of the increased focus on the integrated quality management system. The main components of the Rock & Serve team structure will include formal group leadership, team member roles, group norms, group size, and group composition. It is also necessary to take into account that the psychological state of a team is one of the leading factors in its members' group satisfaction. Team building begins, first of all, with the development of group cohesiveness, and only the presence of this characteristic allows a formal work unit or an ordinary group to become a team. As a team-building path, the chapter considers a goal-directed or controlled path. The main criteria for the formation of team effectiveness in the startup are group support and meeting the needs of group members.

Finally, Chapter 6 focuses on developing strategic startup plans based on Slywotzky's asymmetric model. In particular, in order to capture a sufficient market segment quickly, it is necessary to adhere to a special algorithm that will ensure the rapid promotion of the Rock & Serve startup and determine the path of its development. For these purposes, the project considers the following areas. First of all, it is the scale of the value proposition. In this case, the chapter analyzes the most serious problems that consumers face, and that can be a good foundation for bringing a new service to market. The next step is to identify the risks that the project may face and develop strategies to mitigate or eliminate them. Then, it is necessary to draw up a detailed plan for implementing the startup, with the time limits of each of its positions, and budget characteristics that determine the cost of each stage. The next step is to delimit access to key components of the business. In particular, it is necessary to determine who will own the product and what will be the volumes of its use, how much information about it will be presented to business partners, and how the security of the final service can be increased. The strategic plan also includes the collection of critical data that

emphasizes the relevance of the service and supports its technological implementation. Finally, the final steps in the strategic plan involve the process of attracting talent to the team and creating effective advertising.

2. Market Analysis

2.1. Market of digital technologies for business

Today's business world is a prime example of the need for radical change. Given its dynamism, it is possible to conclude that the strategies that worked yesterday are losing their relevance today. The saturated market, high competition, and changing

customer needs are just some of the reasons that prove the need for digital business transformation. Digital transformation in general is a method of introducing new technologies into a company's business processes. Digital technologies are used to change and improve the operations of a business, thereby making it scalable, efficient, and more profitable. Digital business transformation is aimed at improving the quality of customer service through the use of new technologies. Not so long ago, the introduction of social media into the business sphere could already be called a revolution. Today this step is not enough. Companies need innovative technologies to improve and promote themselves, as any business gains significant advantages over competitors due to the revolutionary transition from analog business strategies to digital ones. In this regard, Digital Transformation is expanding at a tremendous pace. For example, according to Gartner, in 2019, 37% of companies began to implement artificial intelligence in their operations actively [Costello2019]. In 2018, Adobe also confirmed that 31% of today's businesses plan to conduct digital transformation and use artificial intelligence (AI) soon [ADOBE2018]. There are several reasons that explain why digital technology has become an innovative product in high demand in the market. In particular, digitalization helps to optimize the costs of companies and increases the efficiency of their business processes. Digital technology also improves the quality of business planning and management and makes customer service more efficient. In addition, digitalization provides new opportunities for the consumer segment and allows companies to stay ahead of their competitors through the introduction of new technologies and form their positive image. In this regard, the use of innovative software is a universal strategy for strengthening the competitive position, regardless of the business sector. Accordingly, this market is innovative and profitable for software developers.

2.2. Digital technologies in the restaurant business and their advantages

The use of digital technologies in the restaurant business is another segment of the business that actively develops and has significant prospects. Therefore, the question arises about how intensively the catering industry introduces technologies and whether there is a demand for them. The Metro Group, one of the world's leading

retailers, and Ecole hôtelière de Lausanne (EHL) have conducted a joint study in which they have analyzed the use of digital solutions in the hospitality industry and tried to answer these questions [**Metro2017**]. Participants in the study included 3,405 independent restaurant employees, from managers to chefs and owners, from Japan, Germany, France, Italy, and Spain. In addition, the survey affected employees of establishments of completely different sizes, such as full-fledged restaurants, cafes, bars, fast foods, canteens, and even kitchens that only work to take away ready meals. The survey results have shown that 31% of representatives of the catering market already use digital technologies, and 46% are ready to use these technologies in their activities since they see significant benefits. In turn, about 15% of those surveyed plan to use digitalization in order to improve their business processes. In this regard, digital technologies in the restaurant business represent a promising direction that is of value to both investors and business owners.

When it comes to digitalizing the restaurant business, there are several important consumer trends that predict the future [**Premier Foods2019**]. One of them is the expansion of consumer access to the network. Presumably, this trend will continue to develop so that by 2030, three out of four people in the world will have mobile devices with Internet access. Users will use Internet access technologies within the food service without hesitation, placing and paying orders, leaving feedback, and maintaining loyalty. In turn, restaurants will be able to use beacon technologies and artificial intelligence to identify each consumer and clarify his or her needs. In addition, digital technologies change the very philosophy of consumption. In particular, it is expected that in 2030, consumers will want to see how they affect life around them and improve the world. This generation will also understand the need to care for the environment. The importance of a sustainable approach will continue to grow, thereby giving particular meaning to the lives of consumers. Ethics will also become important, and people will work with like-minded organizations that share their values. People will buy and feel connected to the products and services of these companies, and digital technology will be able to provide significant support in this regard. Experts also conclude that after the 2009 crisis, consumers explore and understand the value of any

product more carefully, regardless of macroeconomic factors. In 2030, the increased need for authenticity and originality of products and services means that their value is now under re-assessment. That is, in order for products or services to be perceived as useful, they must be truly authentic. In addition, consumers in 2030 will be more curious and open to life. This fact will be associated with a higher level of knowledge and better access to the world community through innovative technologies. They will also be more daring and active, traveling to distant lands, pushing the boundaries of their own lives, and looking for opportunities to experience more new sensations. Curiosity means that society is open to innovation, and the concept of normality becomes more flexible. Accordingly, technology is another driver of change. Food service is an analog industry in a digital world. However, the constant development and changing consumer behavior requires the introduction of technology to attract people and improve their customer experience; therefore, technology will play a much more prominent role. For example, McDonald's has shown growth following the introduction of self-order terminals, a technology that has increased the volume and value of orders. In addition, McDonald's has recently acquired such technology companies as Dynamic Yield (personalization and customization technologies) for \$300 million, and Aprente (voice recognition), and these acquisitions will lead to new changes as expected [Barrett2019] [Tyko2019]. This fact indicates that the players in the public catering market are already actively investing in digital technologies, thereby ensuring a stable competitive position for themselves.

As some researchers believe, technology facilitates two-way communication with customers, opens up new prospects for the restaurant business, and offers the chance to generate additional revenue streams such as external catering services. Social media provides marketing and advertising opportunities, such as running photo contests with customers, thereby motivating people to go out to restaurants with friends and share reviews and photos of their signature dishes. There are also many other effective technology solutions that are actively used by restaurant business owners to optimize their services. Primarily, they are aimed at improving the customer experience. Customer experiences now play an important role in the restaurant

business. They cover all aspects of a restaurant's operation, from two-way communication to providing up-to-date information on the supply and nutritional value of menu items. Therefore, most consumers have begun to attach importance to how they buy rather than what they buy, and digital technology helps to generate positive emotions in this case. Research shows restaurant technology can improve the customer experience by speeding up the ordering process, reducing errors, providing entertainment while waiting, and using social media at lunchtime. Customers will be able to read the latest reviews from their peers, receive personalized bonuses and loyalty rewards, and expedite the checkout process at takeout cafes. Technologies that provide a positive customer experience may include several areas, such as digital menus and signage. Digital menus allow restaurant owners to improve their business, make special offers, provide their customers with the latest information, and publish and change menus for the day. Digital menus speed up the ordering process and help serve tables faster. If a person owns several restaurants, then he or she can automatically manage each of them and control information on several screens at once. Improving entertainment is another area. In particular, every restaurant needs a sound system for background music. However, while waiting for an order, more and more companies provide their customers with entertainment such as games, live social media, karaoke, news, and local travel information. Bars usually have widescreen televisions to broadcast sports matches. Owners can also use these technologies when customers are celebrating birthdays or other events. In this regard, there are many opportunities for digital technologies to be applied, and their presence underlines the interest of the catering and restaurant business in these tools.

2.3. QR-code technologies in the restaurant business

The invention of the QR code - the two-dimensional barcode - has opened up unlimited new possibilities for online interaction between companies and consumers. The small square of the QR code allows programming all the famous innovations in the restaurant business and many new opportunities. The abbreviation QR stands for Quick Response, and the matrix code itself is capable of holding a huge amount of information in the form of text, numbers, URLs, calendars, diagrams, and images. The

QR code recognition speed is very high, and it can be placed on any media, from cash register receipts and menus to various signs and even billboards. In turn, it is possible to scan it by using a camera of a mobile phone or laptop. The QR code that is posted on the invoice handed to the client is a great advertising move. The square allows encoding the restaurant's history, origin, age, and authorship of unique interior details and paintings. Visitors will be happy to explore the restaurant's menu with detailed information about each dish, such as the composition and origin of ingredients, stages, and methods of cooking, nutritional value, and calorie content. According to a number of researchers, the information on the opening hours and contacts of the establishment, which is placed in the QR code, will certainly increase the number of food orders to offices and homes. Using a QR code would allow restaurants to notify their customers about promotions and sweepstakes, activate all kinds of loyalty programs, arrange surveys and interactive polls, and get quick feedback from customers. There are also many other examples of the use of QR codes in the restaurant business. For example, it may be convenient account management. In a number of European restaurants, such an approach has already become the standard. In this case, after the visitor finishes the meal, he or she receives a check on which the QR code is indicated in addition to the order payment amount. By reading this code by using a phone, customers can get data about orders, waiters who served them, delivery conditions, hotline phones, and other information about the establishment. Using a QR code also allows creating an easy-to-use menu or showing customers short videos that describe the cooking processes. In addition, such a menu will be characterized as contactless and will not require the presence of a waiter. At the same time, it will contain all the necessary information about the dish, including its composition, calorie content, cost, and so on. The QR code can also be used to provide customers with promotions or loyalty programs. For example, a business owner can motivate people to scan QR codes by promising them a discount for registering on a website, joining a group, or downloading an app. The discount itself can also look like a QR code, for example, received by email or through the app. Finally, many restaurants already use QR codes to get customer reviews. In this regard, despite their innovativeness, QR codes have already found their application

in the restaurant business and are in high demand in the catering industry, thereby ensuring high-quality service and customer satisfaction.

2.4. Analysis of competition in the market of the software that uses QRcodes and NFC tags

Currently, competition in the digital solutions market for the restaurant business and the hospitality sector is moderate. Even though the digitalization of the catering industry has firmly entered today's life, solutions based on the use of QR codes and Dashboard with NPS trend are poorly distributed in restaurants, in particular, in the Ukrainian market. Rock & Serve has several major competitors whose vigorous activity may be a hindrance to this business. Its main competitors in the Ukrainian market are ORTY, Justo, and Choice app. In particular, ORTY introduces a product that allows owners to manage their restaurants through a single system [ORTY2021]. In this case, the service includes the ability to manage POS terminals, teams, marketing activities, and orders. The system allows taking orders from the website, tables, or self-service terminals. The software also includes the ability for managers to track negative or suspicious events, such as order cancellations, refunds, or negative customer reviews. Moreover, the provided service can be used for the efficient management of supplies and stocks in warehouses. Finally, the company also invites its customers to use QR codes to take orders from tables. ORTY offers its customers flexible pricing based on their monthly activity level. Particularly for small cafes and restaurants, it offers a monthly software subscription ranging from \$10 to \$30. At the same time, the number of orders per month in these establishments varies from 30 to 100 units. For restaurants that take about 200 orders per month, the company offers a \$50 subscription. Finally, a \$100 subscription keeps restaurants running without counting orders.

In turn, JUSTO offers its clients a universal tool for efficiently servicing their visitors [JUSTO2021]. In particular, the service includes synchronizing the menu with the POS system, a convenient menu that restaurant guests can open on their phones by using a QR code, and the ability to make payments online and upload photos and descriptions of dishes. The software also allows restaurant owners to conduct order

analytics. Currently, apart from the Ukrainian market, JUSTO is gradually entering the world market. The company's tariffs for services range from \$20 to \$100 per month. In addition, the tariff includes the cost of installing the application, which also ranges from \$100 to \$250, depending on the selected mode and functionality.

Finally, the activities of the Choice App company cover the entire HoReCa segment, which includes hotels, restaurants, and cafes [Choice App2021]. The company also offers services that operate on the basis of a QR code. With its app, customers can create a touchless and interactive menu that is easy to edit. Restaurant guests can also order a table from the application menu and not waste time waiting for a waiter. Finally, visitors to the hospitality sector have the opportunity to leave reviews, on the basis of which business owners will make managerial decisions later. In this regard, the specifics of the activities of Rock & Serve's direct competitors show the areas in which the interests of the companies may intersect.

Table 1. Comparison of competitors.

Services	Rock & Serve	ORTY	JUSTO	Choice App
QR Code Menu	Yes	Yes	Yes	Yes
Instant feedback from the waiter	Yes	No	No	Yes
Possibility to leave feedback	Yes	Yes	Yes	Yes
Using NPS analytics	Yes	No	Yes	No
Comprehensive restaurant management	Yes	Yes	No	No
Possibility to choose a payment method	Yes	Yes	Yes	Yes

Personalized options in the interactive menu	Yes	No	No	No
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As can be seen from Table 1, the inclusion of instant waiter connection and personalized options in the interactive menu in the Rock & Serve app is an innovative solution.

In order to examine customers’ perspectives regarding their perception of Rock & Serve's direct competitors, a competitive statistical analysis was conducted (Appendix Table). The data obtained allow drawing the following conclusions. The greatest competitive threat comes from JUSTO, as it covers the largest segment of the audience that is of value to the project, namely, customers loyal to innovative technologies. According to clients, JUSTO is seen as a promising company because it allows restaurants to solve a number of problems, such as the integration of all IT solutions in one application and convenient contactless payment. In turn, Choice App is in second place in terms of relevance. Customers highly appreciate its benefits, which are expressed in a convenient online menu, contactless payment, and the possibility of feedback. In turn, Rock & Serve’s services are viewed by customers as profitable in the long term, thanks to an interactive online menu, instant feedback, and a convenient choice of payment methods. Customers also see the ability to integrate end-to-end IT solutions into a single application as another promising area. In this regard, the competitive analysis shows which areas are most interesting for customers, and these segments are included in the list of services that Rock & Serve will offer. In addition, the analysis shows that there is competition in the market, although it has not gained momentum at the moment. Therefore, the market may be considered unsaturated, which gives Rock & Serve significant opportunities in the short and long term.

2.5. Ansoff Matrix

Ansoff’s model implies the formation of a plan of strategic growth, during which a company can decide in which direction it should move and develop. The matrix

organizes the available information about the market and the company's product and helps to choose the direction of business development correctly, taking into account the available resources and capabilities of the organization.

Ansoff's Matrix for Rock & Serve:

Market Product	Old Product	New Product
Old Market	Penetration into the Market	Product Development
New Market	Market Development	Diversification

Using matrix elements allows Rock & Serve to determine which strategy it should focus on first. In this case, the Rock & Serve product is innovative in the market and involves the use of digital technologies to improve the efficiency of restaurants. Accordingly, it can be considered a new product. At the same time, the market in which it will be distributed is old. In particular, the restaurant business has had a long history of existence and is constantly changing, adjusting to market demand and the needs of the target audience. However, the introduction of digitalization into it is a new, unique direction. In this regard, according to the Ansoff matrix, the most optimal strategy for Rock & Serve is the product development strategy that the company follows currently. That is, a product development strategy means that the source of the company's growth is the growth in demand for new products. Therefore, within the framework of the Rock & Serve project, the company must develop a unique product that would have value for the client audience and advantages that distinguish it from competitors, which will allow the company to increase its share in the new market. In this regard, product development will be the main focus of Rock & Serve's business as this strategy is in line with market demand and will build on the company's strengths that are highlighted in the competitive analysis. Nevertheless, in the long term, the project involves a

gradual transition to a diversification strategy since there is a need to enter new markets, such as supermarkets or hotels.

2.6. Analysis of customer preferences.

2.6.1. Information gathering process

In order to confirm the existence of demand for the services that Rock & Serve provides, it is necessary to confirm the existence of problems that the company's product will effectively solve. For these purposes, the researcher has conducted a survey and interviews among the target audience, namely, among people who visit restaurants and among representatives of the industry. In particular, the process of obtaining information used a questionnaire that contained ten statements, to which participants had to give points from 1 to 5, where 1 - completely disagree with the statement, and 5 - strongly agree (Appendix). The questionnaires were sent to 50 participants via e-mail and Internet Messengers (Telegram, Facebook Messenger, WhatsApp). In addition, three interviews were conducted with restaurant owners, which made it possible to get answers to their questions (Appendix). The statistical information was subsequently processed by using the tools of Microsoft Office (Excel), and the qualitative data were summarized and categorized by topic.

2.6.2. Selection of participants

The selection of participants took into account the following criteria. First of all, all participants had to be of legal age. Gender and age were not of fundamental importance, but they were then taken into account in the analysis of client preferences. The analysis also took into account the frequency of visiting restaurants. Individuals who visited these establishments less than once a month were not included in the statistical analysis. For the interview, the researcher selected small restaurant owners who had been on the market for at least two years. In order to ensure the confidentiality of the participants, the questionnaire did not include identifying information such as name and passport data. Accordingly, the restaurant owners who expressed their desire to take part in the interviews were identified under code numbers 1, 2, and 3. The names of the restaurants were also not indicated.

2.6.3. Results

The results of the survey are presented in the form of a table (Table 2).

Table 2. Results of the survey.

Characteristics and statements	Results
Demographic characteristics	<ul style="list-style-type: none"> ● 68% of participants were female; ● 32% of participants were male; ● The average age of the participants was 35; ● The most frequent visitors to the restaurants were people between the ages of 20 and 35. ● The priority of female clients is to call the waiters promptly; ● The priority for male visitors is the convenience of the menu.
Waiting for the waiter	<ul style="list-style-type: none"> ● More than 65% of the participants confirmed that they had to wait a long time for the waiters.
Quality of service	<ul style="list-style-type: none"> ● 55% of participants reported low quality of service; ● Poor quality of service correlates with the need to wait for waiters or the inconvenience of calling them during a visit.
Menu (online / paper)	<ul style="list-style-type: none"> ● 85% of the participants confirmed that the online menu could be considered safer to use.
Payment	<ul style="list-style-type: none"> ● 45% of participants said it was important for them to be flexible when choosing payment methods.

Feedback responses	<ul style="list-style-type: none"> ● 52% of participants expressed a desire to leave responses about the restaurant if there is a convenient application.
Interactive menu	<ul style="list-style-type: none"> ● 74% of participants said that an interactive menu with detailed information would interest them.
Downloading apps based on QR codes	<ul style="list-style-type: none"> ● 85% of the participants stated that they would not use the QR code if the application needed to be downloaded and installed.
Using a QR code on the table	<ul style="list-style-type: none"> ● 70% of participants are ready to use a QR code if it is indicated on the table.
Loyalty to restaurants	<ul style="list-style-type: none"> ● 97% of users confirmed that they would be willing to return to a restaurant that had high-quality communications.

Results of interviews with business owners:

1. The most common problems. According to all interviewees, the most common problem is insufficient customer flow and associated low sales and profitability. Participant # 1 also reported that waiters often could not cope with the workload with a large flow of people, which causes dissatisfaction among visitors. Participant # 3 pointed out the problem of the absence of the ability to tell if the guests liked the restaurant.
2. Relevance of digital technologies. Two participants confirmed that, in theory, digital technology could help their businesses. In particular, Participant # 1 sees the role of digital technologies in organizing additional control over orders. Participant # 2 believes digital technology

can make customer service more creative and convenient. Participant # 3 also said that he would like to use digital technologies because he had heard about their value. However, he considers them too complex and expensive.

3. Problems with communication with clients. All participants confirmed that communication with customers could be considered as a problematic area. In particular, two participants have reported that customers have no connection with the waiters and often complain about the lengthy wait for them to arrive and order fulfillment. Another participant states that he would like to receive feedback from guests, as they help to form opinions about the quality of services.
4. Customer loyalty analytics. Participant # 1 has reported that he considers customer loyalty analytics to be an important tool as it shows whether a business is heading in the right direction and what areas of it need to be adjusted. Participants # 2 and # 3 reported that they did not understand how customer loyalty analytics worked.

2.6.4. The discussion of the results

The results show that café and restaurant-goers do have trouble communicating effectively. In particular, many of them have to wait a long time for waiters both at the time of ordering and during the service process, as can be seen from the graphs in Figures 1-2.

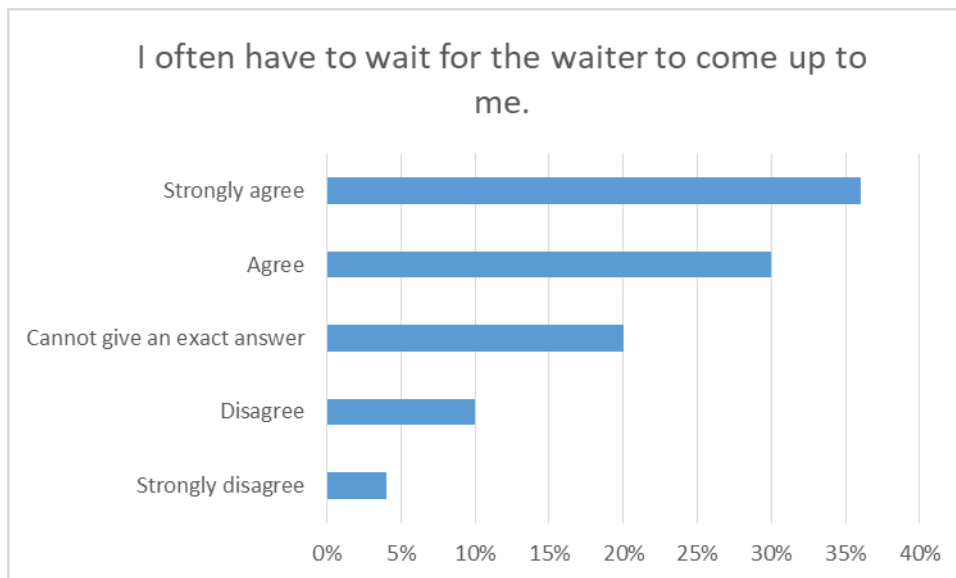


Figure 1. Results of the survey on restaurant problems (waiting for waiters).

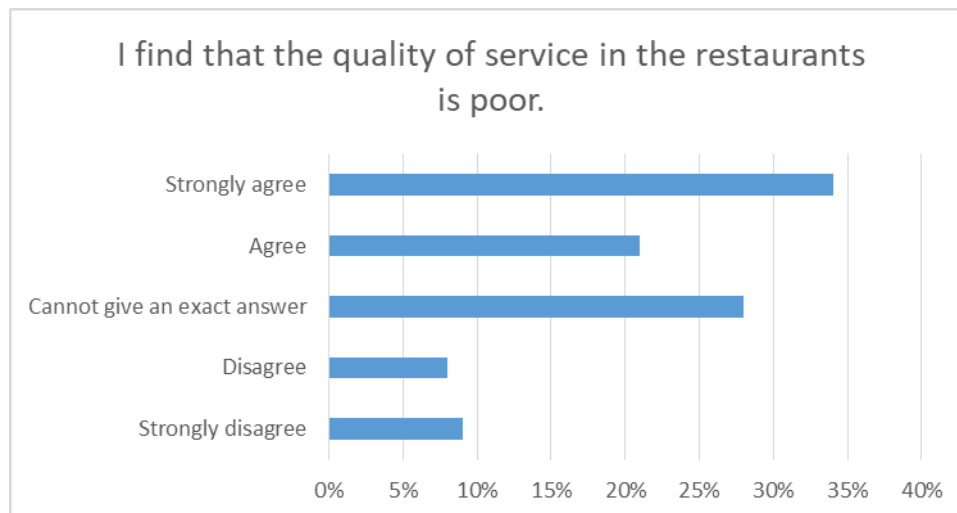


Figure 2. Results of the survey on restaurant problems (service quality).

The results also show that an increasing number of restaurant guests turn to online menus, which can provide all the information about the range of dishes and their nutritional characteristics and is safer (Figure 3).

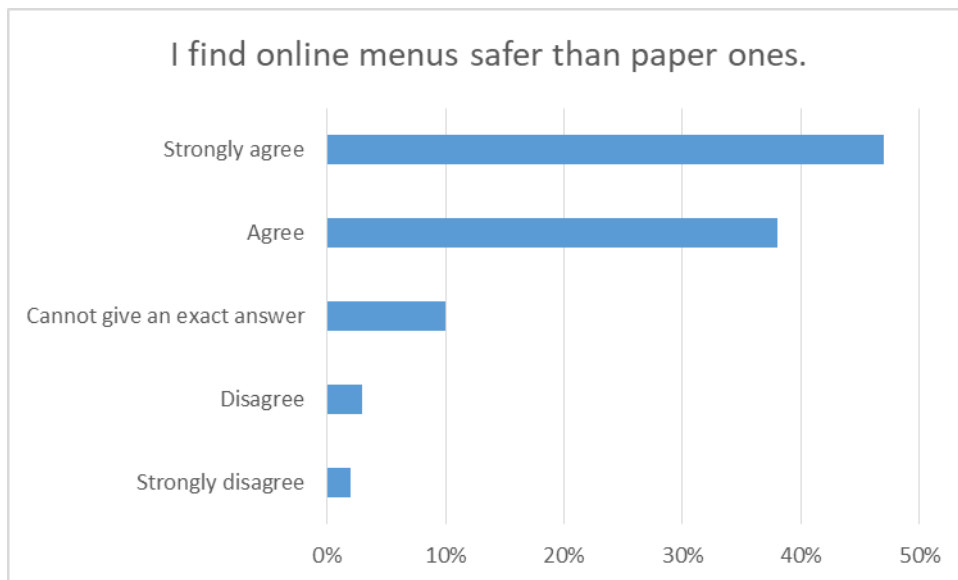


Figure 3. Results of the survey on the safety of online menus.

In terms of payment flexibility, the results are mixed. However, almost half of the restaurant users would like to have a payment option. It can also be concluded that the software that will need to be installed or downloaded is of less interest to visitors. However, if it is available to use, and the QR code is shown right on the table, then they will use it with a high probability and will recommend this restaurant to their friends

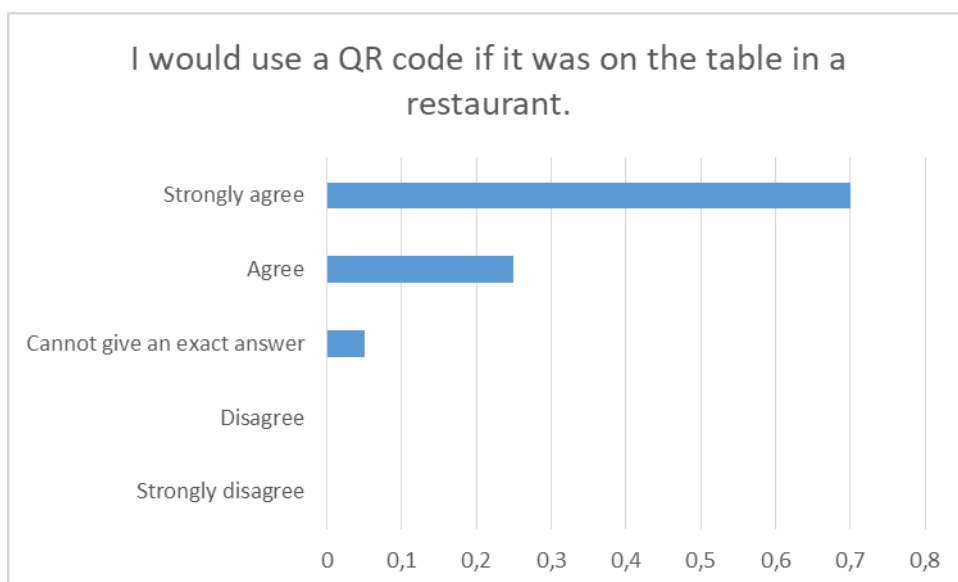


Figure 4. Results of the survey regarding a QR code on the table.

Finally, restaurant owners report similar problems. In particular, according to participants, the most relevant problem for them is low customer turnover, and digital technologies could help solve these problems. However, the difficulty lies in the fact that restaurant business owners perceive digital technology as difficult and expensive.

In terms of customer loyalty analytics, research has shown that some owners are willing to use it because they see it as beneficial to the business. However, other members of the industry are not sufficiently informed about its benefits.

2.7. Rationale for the relevance of the Rock & Serve product launch to the market

In general, this research confirms that bringing a Rock & Serve product to the market will be a relevant and profitable decision, as there is significant demand for such an offer. This situation is predetermined by several factors. First of all, Rock & Serve allows solving the problem of waiting and calling waiters, which will improve the perception of restaurant visitors. In addition, the service that Rock & Serve offers involves providing customers with a convenient interactive menu, which restaurant guests will also appreciate as a significant advantage. Thanks to the ability to leave feedback on the use of the software, restaurant owners will receive feedback from customers and will be able to analyze their behavior in order to make further management decisions. In this regard, the integration of the Rock & Serve service into the restaurant business will help to increase the loyalty of the target audience and, accordingly, its growth. In addition, it should be noted that the market for such digital solutions is not saturated at the moment. Therefore, there is time to carve a niche market with a Rock & Serve product. Direct competitors show that there is a demand for such products, and a focus on providing effective feedback may be a valuable decision.

3. Business Model Canvas

3.1. Description of the Business Model Canvas model

A business plan is a strategically important document along the entire path of a company's development and an indispensable tool at the start. It defines the business goals and methods to achieve them. One of the most popular business planning tools is the Business Model Canvas model proposed by Swiss consultant and theorist Alexander Osterwalder [Joyce2016]. It is suitable for both start-up projects and established companies. An important feature of this model is the focus of all aspects of the organization's activities on customers and their needs. For companies that are just starting their activities, Osterwalder's model will allow assessing the current position in the market, identifying their development prospects, and monitoring competitors. Most importantly, however, the template integrates all aspects of a company's business into a simple diagram. In turn, established organizations will be able to identify their weak points and make adjustments to their work quickly by using this method.

Osterwalder's Business Model Canvas model is a one-page diagram that describes all of the company's business processes in nine blocks, namely, customers, value proposition, activities that provide value, resources needed, key partners, supply channels, customer relationships, costs, and income. In the "customers" section, it is necessary to segment consumers by dividing them into specific groups according to distinctive features, requirements, income level, and so on. Segmentation is very important if the needs and demands of customers are very different, product promotion channels are different, the strategy of interaction with consumers varies, or the volume of purchases from different groups of customers differs. As part of the value proposition stage, the head of the company will have to answer three questions, namely, what is offered to the client, what are the characteristics of the product, and what problems the consumer solves by purchasing the company's products. It is also necessary to understand what the advantages of the offer for the client are. Benefits can be roughly divided into qualitative, such as a well-known brand, pleasant appearance, and so on, and quantitative, such as cost, service life, power, and so on. Key activities represent one of the fundamental building blocks of the model. As part of this task, it is necessary to determine the direction of the company (startup), in particular, how services will be provided, how they will be presented on the market, and whether it is

necessary to develop separate platforms for them. In turn, the stage of analyzing key resources involves solving the question of what the company will need for its products to become indispensable for the client. In this case, it is necessary to assess financial and time resources, the need for personnel, and, possibly, the presence of networking and acquaintances. The section on customer relationship requires deciding what kind of relationship the customer expects to receive at each stage of the interaction. It can mean offline or online consultations with sellers or a personal manager; an intuitive way to purchase goods without the need for any consultation from the staff; or, perhaps, the client's expectation of a high degree of automation of activities and the integration of elements of artificial intelligence that would anticipate the questions and problems of the user. At the stage of developing distribution channels, it is necessary to explain how the company's product will be sold. For this purpose, there is a need to study the models of competitors, evaluate one's own capabilities, and choose the sales method that is most convenient for the consumer: direct sales or activities through intermediaries, online or offline, retail or wholesale, and so on. Further, the section "key partners" requires a description of what are the partners of the company (startup) and in what areas the company will cooperate with them. In particular, the collaboration may be aimed at reducing costs, or the company may represent a new distribution channel for partners. It is also important to identify all the costs (variable and fixed) that the company will face, from renting or building premises and creating a company website to employee salaries and tax deductions. It is also advisable to answer a number of questions, namely, which category of expenses is the most costly, which resources are the most expensive, and whether these resources contain those without which a company or product is impossible. At this stage, the company needs to understand what its business depends on the most and how it can reduce costs for these positions. Finally, when working with the "revenue" block, it is necessary to determine what product features customers are willing to pay for, for example, high quality, speed of order execution, external design, and so on. In addition, it is necessary to decide how customers will pay for the product. At the same stage, the company determines the type of income generation, or financial model: sale or lease of assets, sale of a license (for

example, for the production of any product, software, and so on), sale of a subscription (for software, service, or application), commission model, usage royalty (franchise), advertising (typical for digital products with integrated advertising: online media, apps, and so on).

3.2. Customer segments

Within the Rock & Serve project, several consumer segments can be considered. In particular, the segmentation of the catering market is extremely high, and each segment can be considered as potential customers. One of them is casual dining restaurants - usually mid-priced restaurants without a pronounced theme, which are selected on the basis of geographic proximity. In such restaurants, communication between service personnel and guests plays an important role. In addition, this segment uses a menu and may experience a need for flexible payment options. Another consumer segment is cafes. They are selected by visitors on the basis of geographic proximity in order to have a bite to eat or spend time waiting for something (a movie session, a meeting, and so on). Café needs can be seen as similar to casual dining restaurants. Potential clients may also include canteens - full or partial self-service establishments that are focused on affordable prices with a relatively low quality of food. They are often formed at different institutions, businesses, or commercial clusters to serve the employees of organizations. In this segment, an interactive menu that would speed up the service process may be of value as well. Another target segment is fast foods - catering establishments aimed at quick service, which, as a rule, are distinguished by affordable prices. It is a less relevant audience since large chains of such establishments have their own software that allows quick communication and connection between sellers and buyers. Nevertheless, new market players who have not acquired sufficient popularity and prevalence may be of interest to Rock & Serve. In addition, potential customers may include street foods that are focused on fast service at low prices. In this case, it is possible to expect interest in the convenience of online payment by using a mobile application and a convenient menu. A separate and most promising client may be fine dining restaurants - establishments of a high price segment that offer visitors a cozy atmosphere, high-quality service, and exclusive

menus. In this case, geographic proximity usually does not matter to customers, and the decision to visit is made on the basis of the restaurant's commitment to the cuisine, its status, and so on. As a rule, in such establishments, people spend much more time than in casual dining restaurants. As part of this type of establishment, all types of services that are included in the Rock & Serve program will be of value to business owners. Finally, potential clients may include themed cafes, bars, and pubs, that is, establishments that have a specific theme and often do not have an extensive menu but offer guests a cozy atmosphere, an exclusive range of dishes, and high-quality service. These clients can increase the creativity of the service by providing their guests with additional technologies for high-quality communication.

3.3. Key startup values

The Rock & Serve startup offers its clients a unique value proposition, the characteristics of which can be divided into several points. The points listed below confirm the correspondence of the proposed service with the ten types of innovations developed by Doblin (n.d.), which underlines their investment value [**Doblin**]:

- An innovative model of communication with visitors. Restaurant owners reap significant benefits if they get reliable feedback from their customers. By using Rock & Serve software, visitors can place an order without waiting for a waiter or call a waiter quickly during their visit. For these purposes, the menu includes the service of calling the waiter, on whose mobile device a message indicating the table will be received.
- Automation of routine processes. According to Doblin, an important innovation is the automation of processes that take time and distract users from more important activities. In this regard, the Rock & Serve app allows freeing up the time waiters spend for surveying tables and visitors who need service. The software also provides for the preparation of ordering dishes in an automatic mode when the presence of a waiter is not required.
- Predictability of cash flows. Innovation such as ensuring predictable cash flows can be of particular value to customers. Often, services provided in

the digital market can be directly dependent on the frequency, number or profitability of orders and aspects of the company's activities. In the case of Rock & Serve, this issue has been fixed. In particular, in order to purchase the service, restaurant owners just need to subscribe to a monthly subscription at a fixed price and choose an acceptable price on their own, depending on the type of subscription.

- Acceptable price. Competitor analysis has shown which price ranges are considered average for the Ukrainian and global markets. The purchase of the Rock & Serve service for the restaurant owners will also be characterized as affordable. In particular, a basic subscription with the ability to use an interactive menu and call a waiter will cost restaurant owners \$30 per month, regardless of the number of orders. The standard subscription, which includes the ability to leave responses, will cost \$50 per month. Finally, the premium subscription, which includes integration with payment systems, will cost subscribers \$100. In this regard, the price range does not exceed competitive prices, while the client gets the opportunity to use an unlimited subscription for a month.
- Safe service. Finally, according to Doblin, an important value proposition and innovation is to provide a safe service to customers who have purchased a Rock & Serve product. In particular, the use of the online menu and the ability to place an order in contactless mode minimize the live interaction of waiters with visitors, which is extremely important in the context of the Covid-19 pandemic.

3.4. Service distribution channels

In order to organize effective sales of the service, Rock & Serve may turn to several distribution channels. First of all, they include direct sales, which imply the sale of services through personal contact between buyers and sellers. The relevance of this channel is predetermined by the following reasons:

- The presence of two-way communication between the buyer and the company. Direct selling will enable Rock & Serve's decision-makers to

provide positive customer feedback. In turn, the client will be able to clarify and ask questions, which increases the chances of purchasing the service.

- Opportunity for the seller to explain the merits of the service. As an interview with restaurant owners has shown, many of them would be ready to purchase the company's product, but low information awareness and stereotypes associated with digital technologies stop them. In personal sales, the seller can explain what the essence of the software is, what its advantages are, what benefits the buyer gets, what the price position of the offer is, and why it can be considered optimal.
- Opportunity for the seller to select the most valuable customer segments. Finally, direct selling allows the seller to gain more freedom in the choice of buyers. For example, restaurants that are loyal to innovative technologies and see them as an effective tool for solving business problems are of greatest value to Rock & Serve. In this regard, when making sales, the company will focus primarily on this customer segment.

Another sales channel could be social media advertising, which will require Rock & Serve to complete two consecutive steps. First of all, the company must create its own website, in which the product will be described and advertised as fully as possible. The website must include a function that allows making purchases online, which means it must be connected to payment systems. The next step is advertising on social media, which has a number of advantages. First of all, it is an opportunity to focus on a potential target audience, for example, representatives of the restaurant business. The second advantage is the relatively low cost of such advertising. Finally, the third benefit is that social media often act as word of mouth, which drives passive sales. Accordingly, the buyer will be able to go to the official website of the company via social media and purchase its products.

3.5. Customer relationship

Relationships with clients within the framework of this project will be maintained in three directions:

- **Online consultations.** Online consultations can be conducted by using the website tools. In particular, it is assumed that the resource will contain a separate tab for communication between the customer and the seller. In this case, the client will be able to ask questions of interest about the product directly on the website or get advice over the phone. In addition, the resource will include a list of ready-made answers to the most relevant questions. Another suggestion is the inclusion of analytic data in the content of the website. For example, a promising option is to develop a section in which responsible persons will lay out statistics on the restaurant business and on supply and demand in the market. This type of service will increase the awareness of potential customers and make them more loyal to purchasing the Rock & Serve software.
- **Offline consultations.** Offline consultations will be conducted with clients in direct sales. In particular, a responsible representative of Rock & Serve will organize live meetings during which a client will receive all the necessary information about the product and the services included. If necessary, and at the request of the buyer, the meetings will be repeated in case of new questions or in the event of additional services that will be developed in the future.
- **An intuitive way to buy.** This communication channel will be implemented through a website that will provide a detailed description of the product and its characteristics, benefits, and opportunities for customers, and methods of payment for the purchase. The payment process for the purchase should be as simple as possible and should not require additional consultations from the responsible personnel.

3.6. Revenue streams

Rock & Serve's revenue streams are the channels through which the bulk of the proceeds from the sale of services will flow. In this case, it is necessary to emphasize the features that potential customers will be willing to pay for. First of all, it is the use of an interactive menu and tools that allow adjusting it. The second function is to

provide communication between waiters and restaurant customers. In particular, it is the ability to call a waiter and send a response. Finally, there is an analytical tool that will allow restaurant owners to draw conclusions about the effectiveness of their operations. Regarding the payment itself, customers can make it in two ways - cash and non-cash payment. The ways of generating income are as follows:

- **Income from the sale of a monthly subscription.** This revenue stream is the main one as the Rock & Serve service is designed to be purchased by restaurant owners. Restaurant business representatives can make a monthly or one-time purchase.
- **Advertising placement.** In prospects, the company may consider generating income from the inclusion of advertisements in the Rock & Serve product. Their type will depend on the needs of the target audience. For example, restaurant diners may include flyers with information about local attractions, announcements of promotions and offers from nearby companies, and suggestions for installing games for entertainment. For restaurant owners, advertisements may include offers from vendors and suppliers.

3.7. Key Resources

In order for the company and its product to become indispensable for customers, it is supposed to use the following resources:

- **Innovative software.** The company's key resource is its value proposition, namely software, which includes a number of functions aimed at improving communication between restaurant owners and their guests. Customer loyalty and their willingness to renew their subscription will depend on the quality of the application. In addition, the software should assume the presence of promising directions in the future. If Rock & Serve demonstrates a willingness and ability to develop and improve its

services, then the likelihood of repeat purchase or renewal of the subscription increases.

- **Supporting servers.** Another important resource is powerful servers that will keep the software running smoothly. The product is expected to hit the global market. Accordingly, the load on the server-side will increase. In this regard, technological capacity will be critical to the quality of software performance. Investing in server systems will allow customers to use the application without delays or disruptions, which will increase its value.
- **Professional team.** One of the most important resources is having a professional team at Rock & Serve. In particular, experts in their fields will ensure the smooth operation of software and hardware, the timely development of new services, marketing efficiency, effective communication with customers, and their support.

3.8. Key partners

In order to ensure effective operations and increase the value of the Rock & Serve product for customers, the company plans to partner with the following potential partners:

- **Companies that provide similar services.** In the Ukrainian and global markets, there are many companies that provide similar services and can be considered as potential partners. For example, such companies might include iiko, R_keeper, Poster, and so on. Partnerships with these organizations will allow Rock & Serve to integrate the product into their sales patterns or supplement its product with algorithms and services provided by partners.
- **Companies that sell POS terminals.** Organizations that provide a variety of POS solutions will be important partners for Rock & Serve. In particular, cooperation with them will allow the company to integrate convenient POS terminals into restaurants that were previously cash-

oriented. This approach will improve the quality of services and their coverage of services in the restaurant business.

- **Fintech companies.** Fintech companies will be one of the obligatory categories of partners for cooperation. In particular, such companies as Monobank and Revolut act as reference points for cooperation. For example, a feature of Monobank is high quality and speed of service, and easy financial management [Monobank2021]. It can be used as a cash flow guide. In turn, Revolut allows companies to manage their finances easily and perform financial analytics.
- **Advertising agencies.** Potential partners in the future may be advertising agencies whose offerings can directly or indirectly meet the needs of restaurant businesses. Making deals with them and including their offerings on Rock & Serve can improve its knowledge base and be interesting for buyers.

3.9. Main directions of activity

The main activities of the Rock & Serve project are as follows:

- Software development to create effective communication between the restaurant business and customers. Rock & Serve's core business includes developing and creating products that improve restaurant service and provide effective customer feedback. As part of this task, the responsible persons will carry out the development and modernization of services.
- Marketing activities. As part of its marketing activities, Rock & Serve's focus will be on the creation and placement of promotional messages that ensure product visibility and geographic expansion.
- Cooperation with potential partners. This type of activity involves the conclusion of contracts and the creation of positive partnerships with organizations whose goals and objectives coincide with those of Rock & Serve.

- Website development and support. Website development and maintenance is one of the key activities of the company, as it allows connecting with customers, selling and advertising the product.
- Providing consulting services to clients. Within the Rock & Serve project, providing advice to clients and potential customers is an integral part of the project.
- Analysis of the market and its needs. In order to ensure efficiency and profitability of operations, Rock & Serve aims to monitor the market regularly in order to identify its current needs and demand. Market analysis is expected to enable a company to stay on top of the latest trends and integrate them into its product in a timely manner.

3.10. Cost structure

The structure of the company's expenses is presented in Table 3.

Table 3. Rock & Serve cost structure.

Main items of expenditure	Expenses per month	Annual costs
Project team compensation	\$8,000	\$96,000
Advertising costs	\$300	\$3,600
Payments to partners in the current activities of the company	\$400	\$4,800
Market analysis and consumer preferences costs	\$200	\$2,400
Office rent	\$500	\$6,000
Purchase of office equipment	\$900	\$10,800
Server costs	\$300	\$3,600

General expenses (office supplies, travel, and so on).	\$200	\$2,400
Software licenses	\$100	\$1,200

4. Description of the Principle of Operation of the Rock & Serve Product

A QR code is a two-dimensional barcode (2D barcode) that can contain various information. QR stands for Quick Response, which reflects the ability of devices and software to recognize the code and convert its data quickly. QR codes have become widespread in various countries and businesses of various areas. Reading a QR code

by using special software installed on a mobile phone or using a link to which it is necessary to go allows instantly receiving information contained in it (for example, about a company or a product) or initiating conducting a payment [Denso Wave 2021]. The QR code is represented as black squares arranged in a square grid on a white background, which can be recognized by special devices and image processing software such as a camera and a mobile application. The data to be encoded is divided into blocks depending on the encoding mode: numeric, alphanumeric, binary, and kanji based on Chinese characters. The data blocks are supplemented with a header that indicates the coding mode and the number of blocks. When scanning with a sensor or camera, the three squares at the corners of the QR code and smaller sync squares throughout the code normalize the image size and orientation and the angle at which the sensor is located relative to the image surface. The dots are converted to binary numbers with a checksum check. One QR code can contain the following maximum number of characters: numbers - 7089; numbers and letters (including Cyrillic) - 4296; binary code - 2953 bytes; and hieroglyphs - 1817 [Mishra2017]. The QR code was developed by the Japanese company Denso-Wave in 1994 as a means of encoding various service information. At the time, the firm experimented with new ways to encrypt small amounts of information in a graphic image since the amount of information contained in barcodes, which were very popular then, was not enough for use in its production. Originally, the QR code was used in the Japanese industry to mark parts and spare parts in transit. After quite a long period, the scope of its application has expanded significantly. Aspects that make QR codes easy to use include the following:

- the ability to include a large amount of data in one code;
- ease of reading and scanning (for example, by using a mobile phone), which allows instantly converting the code's information into electronic form, without requiring manual performing (for example, entering text information into the phone, adding contacts to the address book, following web links, sending SMS messages, initiating a payment, and so on);

- the presence of an error correction algorithm that allows reading codes that are damaged in some way (overwritten, crossed out, or have print defects) or that are scanned in motion (for example, images on an advertising poster scanned from a car window);
- availability of free specialized applications for reading and creating one's own QR codes.

The accelerating rhythm of life requires that interactions with the outside world be extremely simple and take a minimum amount of time. Accordingly, the QR code meets these requirements, which makes it useful in many areas.

As part of the Rock & Serve project, the use of the QR code will be implemented as follows:

- The customer purchases software that can be downloaded by using the link using the QR code.
- The QR code for visitors is placed in a place convenient for them, for example, on a table.
- By pointing the camera of a mobile device at a QR code, a restaurant visitor receives a link that allows him or her to enter an interactive menu that offers many functions, such as a restaurant menu, calling a waiter, making a payment, responses, and so on.
- Waiters have mobile devices on which the Rock & Serve application is installed.
- By using the application, a waiter can see what order the visitors have placed, whether they need help, and whether they want to talk to the waiter.

Another way to launch the application is using NFC tag. Near-Field Communication (NFC) is a set of communication protocols for communication between two electronic devices over a distance of 4 cm or less. It is also being used for contactless payments using such technologies as Google Pay and Apple Pay.

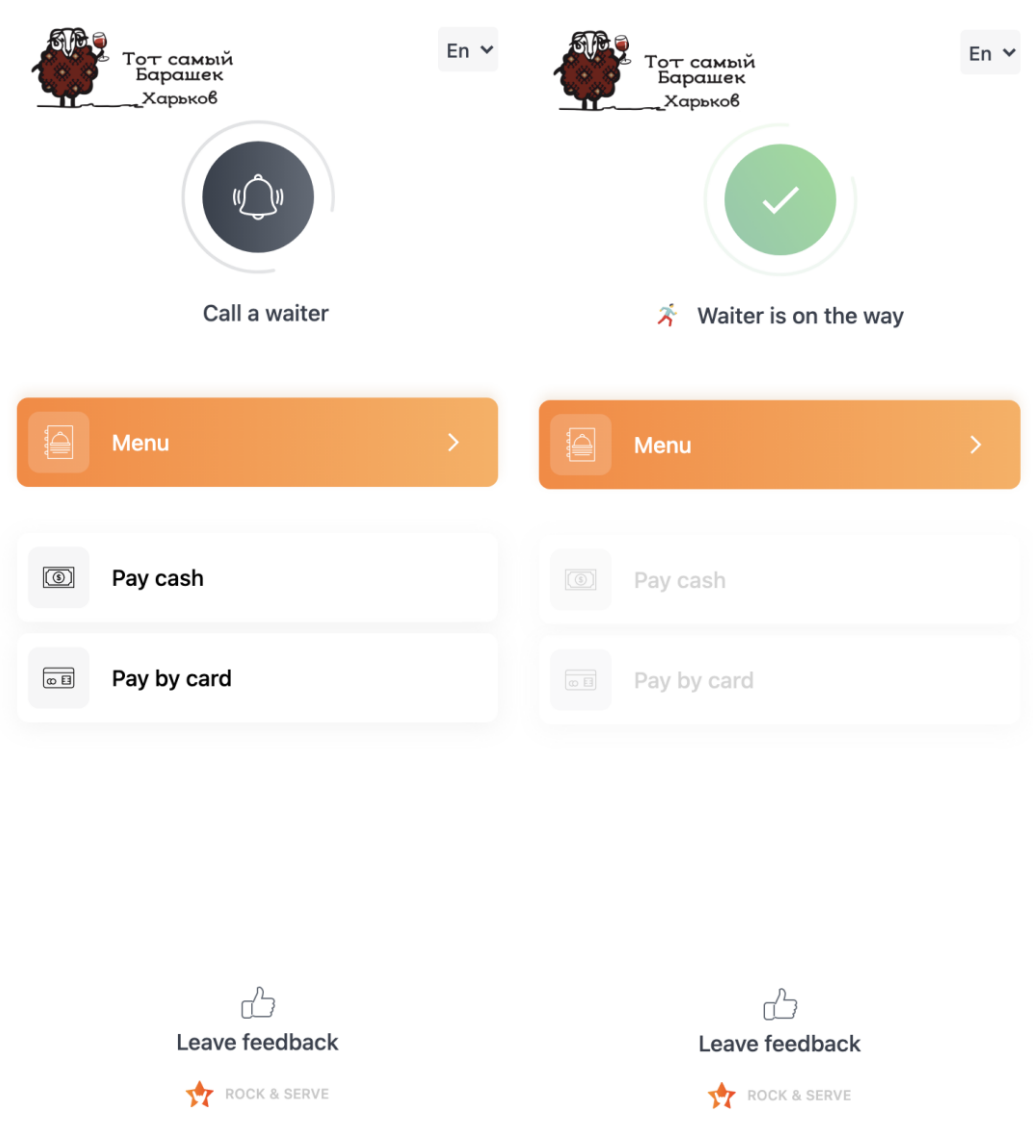
Once the user scans QR code or NFC tag using a mobile device it offers to open a Rock & Serve Web Application using a standard web browser like Safari or Chrome.

The web application is built using such technologies as Node.js, Express.js, Typescript, MongoDB, Redis, React, Redux, Svelte.js.

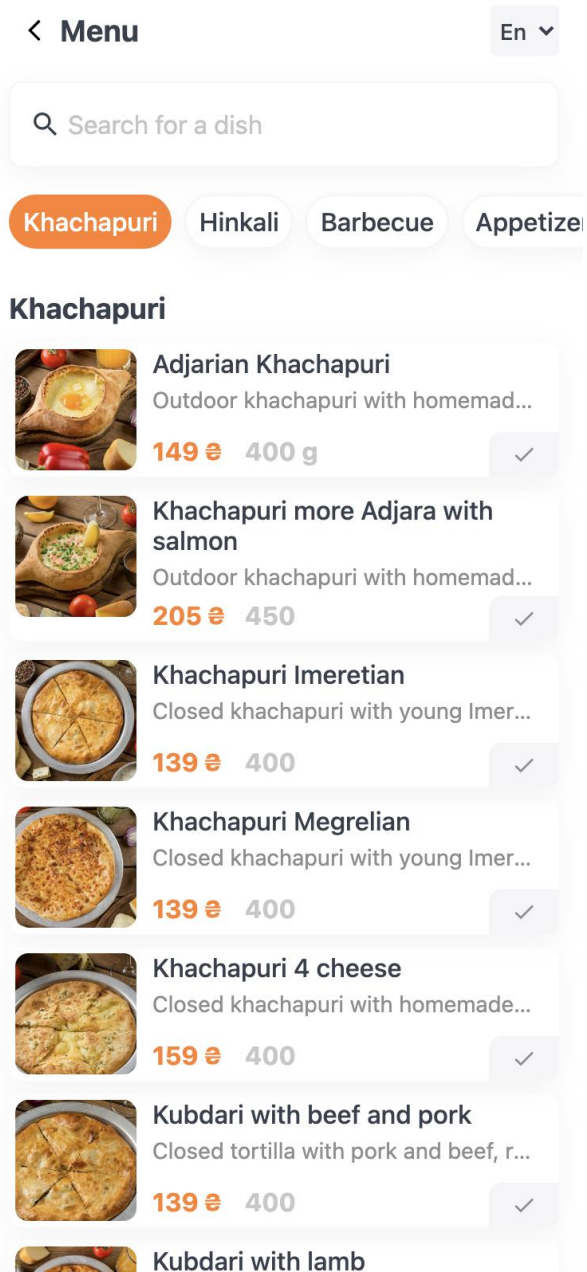
In addition, the Rock & Serve product includes NPS analytics tools. NPS (Net Promoter Score) is a simple-to-calculate metric aimed at assessing the loyalty of a company's customers or buyers of a product. The basis of this indicator is the assumption that customer loyalty to the company is made up of the following components: the desire to make repeat purchases, positive attitude towards purchasing additional services, company recommendations among friends and acquaintances, and honest and open feedback about the company's products and services. Many foreign and domestic experts consider the NPS index to be one of the best indicators of loyalty to a company or a product. The standard approach to measuring the customer loyalty index usually consists of several stages. At the first stage, buyers are invited to participate in a small survey immediately after making a purchase and asked about their willingness to recommend the company to their friends or relatives. The answer to this question is given on a ten-point scale. Based on the ratings collected, all buyers are divided into three categories: promoters, neutrals, and detractors. Depending on the number of representatives of these groups, the business owner can draw a conclusion about how attractive his or her services look and whether information about them will be disseminated in society. In addition, if additional questions are embedded in the software, the NPS index will allow the restaurant manager to understand what shortcomings visitors see in the work of the restaurant or its employees. In this regard, Rock & Serve software allows guests to leave their feedback on the service and provides the customer with the final analytical information formed on the basis of the results obtained.

An important focus of the application is the user interface and user experience that is always being evolved and improved.

The current interface screens are shown below in Pic 1, Pic 2, Pic 3.



Pic 1. Main screen with service buttons.



Pic 2. The interactive online menu screen



Leave feedback

 Get back to me

Pic 3. Customer feedback screen.

For the moment of Spring 2021, Rock & Serve product is launched in 4 restaurants as a pilot with no charges for the customer. We are constantly gathering feedback from all stakeholders at these restaurants and improve the product.

5. Building a High-Performance Team

5.1. Theoretical foundations of forming a professional team

In recent years, teams have been viewed as the most important group phenomenon in organizations. Teams are becoming more and more popular as a result of the influence of such factors as increased attention to the system of integrated quality management, the complexity of strategic management decisions, and the complexity of corporate training tasks. At the same time, despite the rapidly growing recognition of the need for teamwork, the capabilities of teams in the activities of organizations are still almost not used. One of the reasons is the lack of a clear understanding by the leaders of organizations of what a team is, how to create it and how to use it. Despite the fact that workgroups are also often referred to as teams, teambuilding experts distinguish between teams and traditional workgroups. A team, as a kind of group, has a similar structure. Team members differ in their status, the extent of their authority, their roles, and their fields of activity. At the same time, the team goes beyond the traditional formal group due to the collective synergistic effect; that is, the whole team is more than a simple sum of members.

5.2. Psychological aspects of teambuilding

The psychological state of a team is one of the leading factors in the group satisfaction of team members. The creation of a team begins, first of all, with the development of group cohesiveness, and only its presence allows a formal work unit or an ordinary group to become a team. Moreover, the constitution of the team and its influence on the organization directly depend on the cohesiveness of the team itself. Cohesiveness is characterized by the attractiveness of the group for each of its members, the desire of each to remain in its composition, and the development of cooperation and group communications based on the principles of solidarity and mutual support. There are a number of experimental works to identify group cohesiveness, or, as they are often called, to identify group unity. The new approach to the study of cohesiveness is based on the idea that the main integrator of a group is the joint activity of its members. In this case, the process of forming a group and its further development appears as a process of increasing the cohesiveness of this group. The

cohesiveness of the group appears here as a certain process of development of intragroup ties, which corresponds to the development of group activities. It also depends on such factors as an agreement among group members about its goals, broad communication and interaction between group members, equality of social status and origin of group members (which is acceptable to all), the democracy of group relationships, the provision of all members of the group with full opportunities for their direct participation in setting group norms and standards, and a positive opinion of group members about each other. Teams are considered to have less stress and more understanding of the role of work, a deeper sense of responsibility for contributing to the tasks of the entire organization, increased job satisfaction, tighter control, and more open communication.

5.3. Teambuilding and forming a team's effectiveness

A purposeful path of teambuilding is possible only when the leader is acutely aware of the need for changes in the organization's management system or when he or she just opens one's business and wants to start with creating one's own team. In any case, the basis for purposeful teambuilding is the internal, conscious choice of the leader. Just as not every group is a team, so not every team is effective. The effectiveness of the group and the team can be measured in terms of the results obtained. The result can be quantitative, numerical, or qualitative. There is a close relationship between qualitative and quantitative performance indicators. Groups work effectively when their objectives are met, and group members work together successfully and treat each other's needs with respect. Groups work ineffectively when tasks are performed poorly or are not performed at all and when group members are fragmented and frustrated. Key elements of effective teamwork include meeting the needs of individual membership, successful team communication, and meeting the team's challenges.

5.4. Stages of constructing a highly professional Rock & Serve team

Team building in Rock & Serve will be carried out by using the example of the classic change procedure formulated in Lewin's Change Management Model [Hussain2018]. In this case, the first step is called defrosting. The main challenge at

this stage is to make the team aware of the need for constant change since the restaurant business and the needs of customers are in constant dynamics. Consequently, the team will need to prepare for frequent and rapid transformations. The next stage is movement. By using the feedback method, at this stage, the team diagnoses its current state and develops an action plan for the transition to the desired state. In particular, at this stage, it will be necessary to determine the basic needs of the project team members, their compatibility, and their ability to work with each other and complement each other. Finally, the created highly professional team must be used for future activities within the project. Therefore, the third step in creating the effective team will be freezing. In particular, when the plan is implemented, and the results are assessed, the team begins the stabilization process for its more effective performance.

5.5. Rock & Serve Team Member Selection Process

Any good selection system must have four basic qualities:

- The recruitment system should accurately identify the candidates who are most likely to cope with the new environment successfully.
- The system must be legally correct.
- The system must be perceived as fair; candidates must trust that management treats them fairly and evaluates their ability to perform the required work objectively.
- The recruitment system must be effective.

The first step in setting up a recruiting system for teamwork is to identify the core qualities that a candidate for the role of a team member must possess. In order to formulate requirements for a candidate, many organizations use workplace analysis. This analysis allows compiling a list of technical knowledge, skills and, motivations. The ability to follow this list distinguishes successful performers from unsuccessful ones. As part of Rock & Serve's work, typical measurements of team members are propensity and ability to work together, ability to identify and solve problems, ability to learn, communication, initiative, adherence to quality standards, ability to learn as well as to educate and coach others, and the presence of motivation for high-performance work.

5.6. Responsibilities and Roles of Rock & Serve Team Members

The responsibilities and roles of Rock & Serve team members will have the following characteristics:

- Project manager: ensuring control over the development of services, concluding cooperation agreements, initial contacts with potential clients, organizational activities, making managerial decisions.
- Software developers: software design and development, software support, development of additional services, monitoring the operation and capacity of servers, making suggestions for improving services, developing and maintaining a website.
- Marketing department: creation and development of advertising messages, preparation of advertising activities, analysis of the market and the needs of the target audience, control over the effectiveness of advertising activities.
- Consulting department: providing offline and online consultations, providing help and support when using the product, ensuring that customers understand the technical characteristics of the product.
- Accounting: control over income and expenses, drawing up a budget plan.

6. Strategic planning based on Slywotzky's asymmetric model.

6.1. Description of Slywotzky's asymmetric model

Slywotzky's asymmetric model assumes a universal turn-based strategy that allows startups to save their own resources and time during their time for entering the market. In addition, it allows quickly achieving competitive sustainability and maintaining it in the long term. Slywotzky's model includes eight steps. The first step is to determine the scale of the problem from the buyer's point of view. As part of this task, it is necessary to understand what difficulties potential customers face and how the new company can solve these problems. In the second step, Slywotzky's model requires a careful analysis of the likely setbacks that a startup might face. In this step, the project team should decide what threats may arise during the project implementation and what are ways to eliminate them. The third step involves estimating the time and speed of the project. In particular, a startup needs to set the terms and schedule of the project clearly and determine how quickly it can enter the market, including the global one. In the fourth step, it is supposed to identify the issues of savings. For example, within this stage, it is necessary to decide how resources can be saved and investing in which sectors is more or less relevant. The fifth step determines those components of the business activity that determine the scope of stakeholder access to the service developed. The next step involves the development of a project algorithm, namely, making a decision about what data and what information is needed for the company in order to maximize its success. In the seventh step, Slywotzky suggests addressing recruiting issues. In particular, the company should decide how it will attract and develop talent. Finally, the eighth step involves creating a history of the company, namely, developing a strategy that will allow as many people as possible to know about the company.

6.2. Scale

The analysis has shown that the biggest problem in the restaurant business is insufficiently effective customer feedback and poor communication quality. In particular, according to the assessments of restaurant visitors and restaurant business owners, the problem lies in the lengthy waiting for waiters, cases when it is difficult to attract their attention while visiting the restaurant, and the inability to leave a response. All these factors affect the target audience volumes negatively and reduce the

profitability of organizations that operate in the catering industry. In addition, the situation with the Covid-19 pandemic has posed a new challenge for restaurateurs, namely, ensuring the safety of visitors and maximizing contactless service. In this regard, the product offered by Rock & Serve can effectively solve the listed problems, which creates value for the customers. In particular, the Rock & Serve software assumes the creation of an interactive menu in which visitors can independently familiarize themselves with the dishes and place an order. In addition, features include the ability to call a waiter, make cashless and contactless payments, and provide feedback on the basis of which restaurant owners will conduct analytics.

6.3. Dealing with failure

The estimated risks of the project are presented in Table 4.

Table 4. Estimated risks of the project.

Description of the risk	Risk classification	Risk exposure	The likelihood of a risk	Risk prevention strategies
Lack of sufficient funds to promote the project.	Financial (internal)	Critical	50%	Preliminary preparation of a budget plan, reserve funds for unforeseen circumstances.
Untimely product launch.	Methodological (internal)	High	50%	Developing a project schedule using the Gantt model. Identification of critical points, focusing on them.

Lack of buyers for the product.	Financial (external)	Critical	20%	<p>Preliminary analysis of the market and demand.</p> <p>Preliminary surveys of restaurant owners regarding their desire to purchase the product.</p> <p>Investment in marketing activities.</p>
Software failures.	Informational (internal)	High	30%	<p>Sequential software testing.</p> <p>Launching the product in the market only if there are no errors.</p>
Late obtaining a license.	Legal (internal)	Average	10%	<p>Early decision on the issue of a license at the stage of preparing a financial plan.</p>

Lack of specialists to promote the project.	Methodological (internal)	High	10%	Involve the responsible persons who developed the project idea. Focus on young talents.
Problems of establishing cooperation with fintech companies.	Legal (external)	Low	10%	Reservation of funds for paying for applications.

6.4. Speed

It is assumed that the optimal time for launching the product with an initial set of services to the market will be the first half of 2021. During this time, Rock & Serve must implement the following steps. First of all, the creation of the software that uses a QR code and links to the main menu. In addition, at the same stage, it is necessary to develop a basic panel for program users (visitors and restaurant owners). During the first half of 2021, it is necessary to integrate the minimum necessary services into the software. In particular, they should include an adaptive menu with food ingredients and their photographs, the establishment of the ability to translate the menu into different languages, and the installation of a currency switcher. By June 2021, the software should also include feedback and NPS analytics. Until the end of December 2021, it is planned that Rock & Serve services will also include such functions as online ordering from the table without the presence of a waiter, calling a waiter for service, online cashless payment, an improved management model for restaurant business owners, software integration with POS and ERP, and additional features based on customer feedback. A fundamentally important role belongs to keeping this project on schedule

under the condition of moderate market competition and the need to occupy a niche market in a timely manner.

6.5. Economy

Globally, the Rock & Serve project is not costly. Its economy can be achieved in several ways. First of all, it is the independent development of the software and QR code. Code development tools are available online, and some of them are free. The second area to save money is marketing. Even though it is one of the key steps, marketing activities can be organized with minimal cost. For these purposes, the company may focus on direct selling, and building a high-quality website that advertises its products. In addition, it is necessary to use social media, in which information about the company will spread quickly. On the other hand, the main financial flows should be aimed at maintaining the capacity of servers and paying rewards to project participants in order to motivate them further.

6.6. Access

Access to Rock & Serve services must be restricted. In particular, it is assumed that the software itself and its codes will be in direct access only to the owners of the company. Restaurant diners will have access to a link that takes them to an interactive menu. In turn, restaurant owners will have wider access. In particular, they will be able to use advanced analytics features. In addition, access to the software link can be transferred to potential partners of Rock & Serve. As part of cooperation agreements, they may include links to services in their price lists.

6.7. Algorithms

The launch of the project is impossible without preliminary calculations of the algorithm of its work. For these purposes, Rock & Serve must have additional information and data to be considered critical. Such data may include the following:

- Presence of demand in the market. Market demand statistics are extremely important information that will show whether a product will be in demand and whether there will be buyers for it.
- Price position of competitors. An important role belongs to the price position of competitors in relation to the cost of similar services. If Rock

& Serve charges prices that are higher than those of its direct competitors, it is likely that buyers will opt for more economical subscription options. In turn, if prices are set very low, then the project will lose a significant part of the expected profitability.

- Willingness of business owners to purchase the service. A prerequisite is a preliminary survey of restaurant business owners about their desire to purchase Rock & Serve software. Even if the product is not ready, the confirmation of demand from restaurateurs will increase the likelihood of future sales.
- Cost of servers. Server resources are quite an expensive purchase. In this regard, the company needs to assess the cost of the technologies and determine how much investment will be required at first and how much of the target audience it can reach in order to ensure the smooth operation of the software.
- The cost of advertising activities. An obligatory point is also information about the cost of advertising. For these purposes, the company must analyze the price lists of social media and identify which of them provide the largest flow of customers and which types of advertising are the most and least expensive. This information will allow making the final decision on investing in advertising campaigns.

6.8. Magnetism

Attracting talent is an important part of Rock & Serve's later operations after expanding market share and attracting additional audiences. As part of this task, the company plans to develop a number of steps for the recruitment and development of personnel, including the creation of a motivation system.

6.9. History

In the early days, Rock & Serve will not be able to afford expensive advertising. Therefore, the main way to disseminate information about the project will be to attract customers and use word of mouth strategy. The company plans to provide the most

positive experience for its client audience, which will help Rock & Serve create its own story.

7. Conclusions

7.1. Proof of the feasibility of the project and summarizing the steps for bringing the product to market

In this regard, the study of the project confirms that the degree of its feasibility and marketability is high. This conclusion is ensured by several factors. Primarily, the study highlights the increased demand for digital technologies in the business world. Moreover, the digitalization of the restaurant business is just beginning to gain momentum, which makes it attractive for technology projects. The existing demand in the catering industry, and the growing needs of the target audience for high-quality and technological services, also confirm the relevance of the project and the service being developed. Another factor is that today the restaurant businesses face a number of problems, which are the lack of effective communication between restaurants and their customers, low speed of service, long wait times for waiters, and difficulties in establishing contactless service. Therefore, the product offered by Rock & Serve, which solves the listed problems, will be in high demand in the market. In order to implement the company's project, it is necessary to take a number of strategic steps. The greatest relevance belongs to the preparation of a business plan that will be based on the Business Model Canvas. Under this model, the company should focus on segmenting the consumer segment and maximizing its reach. Rock & Serve must also focus on its core values, which include an innovative customer communication model, automation of routine processes in the restaurant business, predictable customer cash flow, fair pricing, and secure service. The service's distribution channels will include direct sales and social media sales. The relationship with customers within the business plan will be carried out through online and offline consultations and by providing an intuitive way to buy. The main stream of the company's revenues is the income received from the subscriptions. In addition, the placement of advertisements in the interactive menu may be a presumptive source of income. Key partners of Rock &

Serve will be companies that provide similar services, companies that sell POS terminals, advertising agencies, and fintech companies. The main activities of the project include software development, marketing campaigns, website development, consulting services, and market analysis. Building a highly professional team is also a necessary step for Rock & Serve since human resources are the core value of the company. Strategic planning of Rock & Serve is based on Slywotzky's asymmetric model, which implies the need to work with the scale, risk, schedule, and financial components of the project. In addition, the study identifies the key data that are needed to develop the algorithm for the company.

The team also strongly believes in our competitive advantage using the best-in-class user interface and user experience. As well as personalization in the interactive menu.

7.2. The main limitations of the project

The main limitation of the project is insufficient coverage of the target audience on the global market to detail its needs. In addition, the project is focused on the restaurant business segment, while its product allows entering wider markets. It is also possible to assume that in the near future, there will be a need to develop value-added services, which are relevant to customers. At the same time, this project focuses on a specific list of services.

7.3. Directions for future research

It is possible to consider several areas for future research that could improve understanding of the feasibility of the project and the relevance of its services. First of all, it is a study of the needs of other target segments of the catering industry, in addition to cafes and restaurants. In addition, there is an interest in detailed competitive analysis, namely the analysis of products and services presented in the restaurant business. Finally, in the future, it makes sense to consider the involvement of technologies based on machine learning and artificial intelligence.

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Appendices

1. Questionnaire for visitors to restaurants and cafes

Sex (underline):

- Male;
- Female.

Age (underline):

- from 18 to 25;
- from 26 to 35;
- from 36 to 50;
- over 50.

Frequency of visits to the restaurant (underline):

- Once a week (or more often);
- 2-3 times a month;
- 1 time per month;
- once every six months;
- Once a year or less.

Statements	Evaluation (points are set from 1 to 5, where: 1 - strongly disagree, 2 - disagree, 3 - cannot give an exact answer, 4 - agree, 5 - strongly agree)
I often have to wait for the waiter to come up to me.	
I find that the quality of service in the restaurants is poor.	
I feel uncomfortable constantly beckoning waiters for questions or additional orders.	
I find online menus safer than paper ones.	

I want to be flexible in my choice of payment (cash or online payment).	
I would like to be able to leave responses about a restaurant (cafe) quickly and conveniently.	
I would like to see a detailed and interactive menu that contains descriptions of dishes, their composition, nutritional characteristics, prices, and so on.	
I am not ready to use QR code based software that I have to download.	
I would use a QR code if it was on the table in a restaurant.	
I would rather visit a restaurant that has good communication with customers.	

2. Interview questions

1. Tell me please, what were the biggest problems you faced in your activity?
2. Do you think digital technologies can support and improve your business, and what role do you think they can play?
3. Do you have problems with communication with clients, and how are they expressed? Do customers often remain dissatisfied and why?
4. Would customer loyalty analytics be useful to you, and how would you use customer feedback in your business?