

Executive Summary

Challenge	How can Evergreen locations improve operational performance while addressing stakeholder concerns over privacy and surveillance?		
Objectives	Protect Brand Image	Boost Key Operational Metrics by 5-10%	Adopt Clear Tech and AI Guidelines
Recommendations	Maintain Pause on Presto Vision	Launch Non-Intrusive AI Tools	Work with Stakeholders on Tech Use Charter
Impact	Millions in Cost Savings	5-10% FOH/BOH KPI Improvement By 2021	No Internal or External Privacy Complaints

Industry and Organization Analysis

Evergreen trails key industry benchmarks. Presto Vision presents a necessary opportunity for growth and innovation, but also an ethical dilemma that must be addressed.

Industry:

- **80%** Table Utilization
- **5%** Food Waste Rate
- **\$60,000** Employee Productivity
- Competitive space with companies adopting new technologies to differentiate
- Does not use AI surveillance systems to track key metrics
- Use of traditional cameras is common for protection and operational oversight

Evergreen:

- **75%** Table Utilization
- **8%** Food Waste Rate
- **\$50,000** Employee Productivity
- Risks falling further behind competition if unable to renovate systems
- Piloted Presto Vision, an AI surveillance system for end-to-end operational tracking
- AI surveillance adheres to legal standards but raises ethical concerns

Stakeholder Impact of Presto Vision

Stakeholders face both positive and negative impacts from Presto Vision. Evergreen must take precautions to address ethical concerns while maintaining the desired benefits.

	Employees	Customers/Media	Bloomin' Brands
Reaction to Presto Vision	Were uninformed of upcoming trial	Coverage and concern about privacy issues but limited backlash overall	Announced cancellation and emphasized personal and present hospitality
Priorities	Transparency, ease of use, communication, consent, workplace benefit	Privacy, trust, quality experience, respect	Brand reputation, success of pilot, cohesion across Outback locations
Takeaway	Evergreen must respect privacy and implement changes that support staff	Evergreen must ensure customers feel safe and satisfied during their visit	Evergreen must ensure brand image is upheld while piloting new tech

Decision Criteria

The optimal solution must temper frustration from stakeholders, achieve objectives, be cost-effective, and allow for future tech integration and innovation.

Ethical Integrity

- Respect privacy expectations of customers and staff
- Mitigate risk of further negative press
- Uphold transparency through disclosure of data collection
- Safeguard employee autonomy by ensuring consent

Operational Impact

- Track and report key metrics
- Improve employee experience
- Optimize coordination between front and back of house
- Align scheduling with forecasted demand
- Result in measurable improvements across restaurant operations

Cost Efficiency

- Utilize existing infrastructure when possible
- Reduce capital spent on inventory loss and overscheduling
- Optimize purchase decisions through predictive analysis
- Drive increased revenue

Future Innovation

- Build foundation for technological growth without major reinvestment
- Enable integration with future software systems and upgrades
- Position brand as a forward-thinking industry leader

Evaluating Presto Vision

While Presto Vision offers potential for operational gains and future tech expansion, negative stakeholder sentiment and high costs make it a riskier project that should be avoided for now.

Ethical Integrity



Constant employee and customer behaviour tracking could turn stakeholders away. Employees were also not told of upcoming trial.

Operational Impact



Presto Vision offers the opportunity to track and analyze key metrics including wait times, inventory management, and server interactions.

Cost Efficiency



System aims to increase revenue and reduce costs, but installation and software licensing require an immense investment that strains already small margins

Future Innovation



Video cameras allow further expansion through updated software to track new metrics, automate tasks, and stay innovative

Evaluating Alternatives

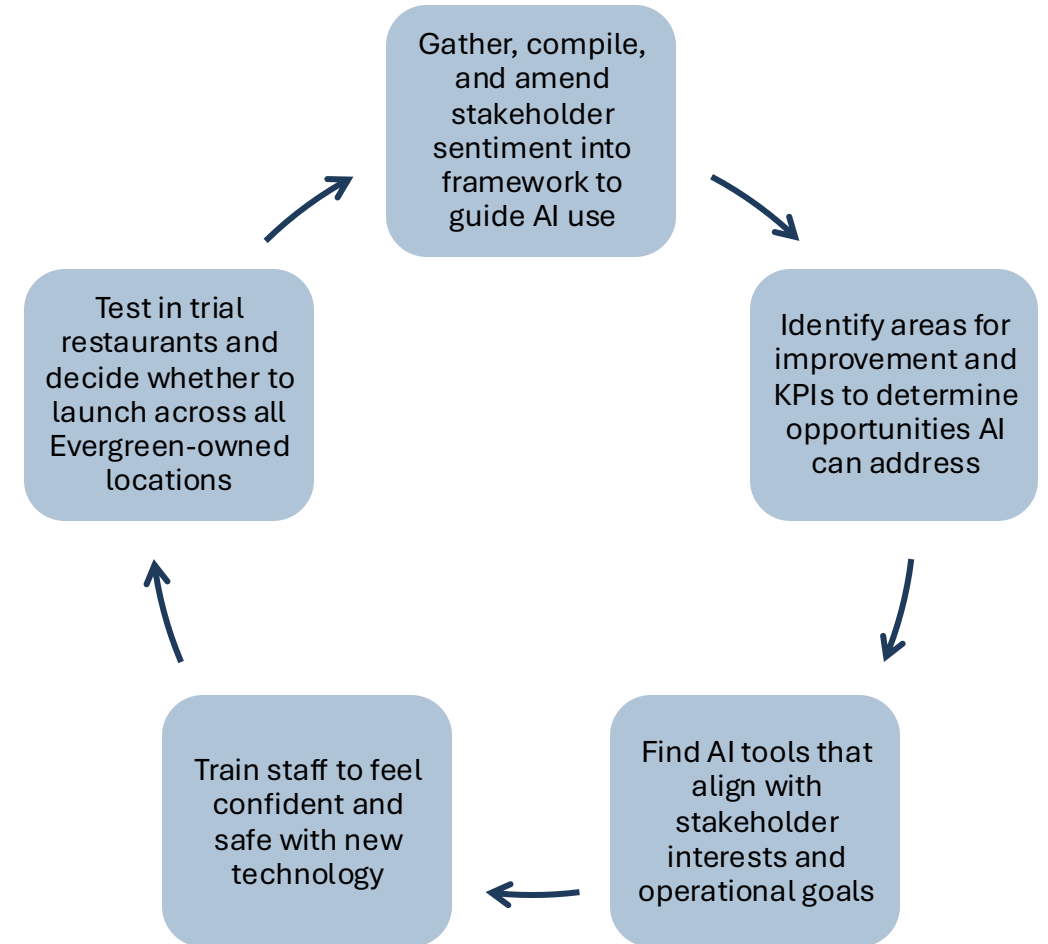
Evergreen must replace Presto Vision with an alternative strategy. Using less intrusive AI tools would promote growth while supporting stakeholders and enabling the expansion of future tech integration.

	Ethical Integrity	Operational Impact	Cost Efficiency	Future Innovation
Pause Presto Vision, maintain current operations				
Avoid AI use, invest in employee training				
Use AI systems, exclude surveillance				

Recommendation

Evergreen can benefit from many of its desired metrics with non-surveillance AI technology.

- Video surveillance is unnecessary to capture most of the desired metrics
- Instead, AI-powered data can be captured automatically and manually through the many digital touchpoints staff interact with
- Evergreen can work with Presto or an alternate vendor to adjust or replace software on existing hardware and track FOH, service, and kitchen activity
- Evergreen will need to regularly expand on tech use to stay competitive, and a framework for doing so is necessary to avoid future issues
- A tech charter built with stakeholders can guide Evergreen to act ethically along this framework



Achieving Key Outcomes with Non-Surveillance Tech

Key Presto Vision Outcomes:

Service

- Increasing productivity of serving staff
- Optimizing the number of staff members
- Evaluating how engaging staff members are to guests



Achieving with Alternate Systems:

- Servers use POS systems that automatically track time between service benchmarks
- POS systems track average guest counts and generate optimized staff schedules
- Incentivized surveys receive detailed guest feedback to track quality of experience

Food Preparation

- Improving productivity in food preparation
- Reducing food waste



- Chefs use Kitchen Display Systems that automatically track time between food preparation benchmarks
- KDS compares food that has been prepared to inventory levels and analyzes causes of waste

Front of House

- Maximizing the number of turns per table per night
- Reducing the number of guests who leave without being served



- Hosts use POS system data that estimates how much longer a table will be in use, how long it will take to clean the table, and how best to sequence upcoming seatings to minimize wait times

Food Inventory Management

- Minimizing inventory theft
- Optimizing inventory purchases



- Kitchen Managers use inventory tracking system that optimizes purchase scheduling and reduces theft by requiring photo verification of products during counts

Cost Comparison

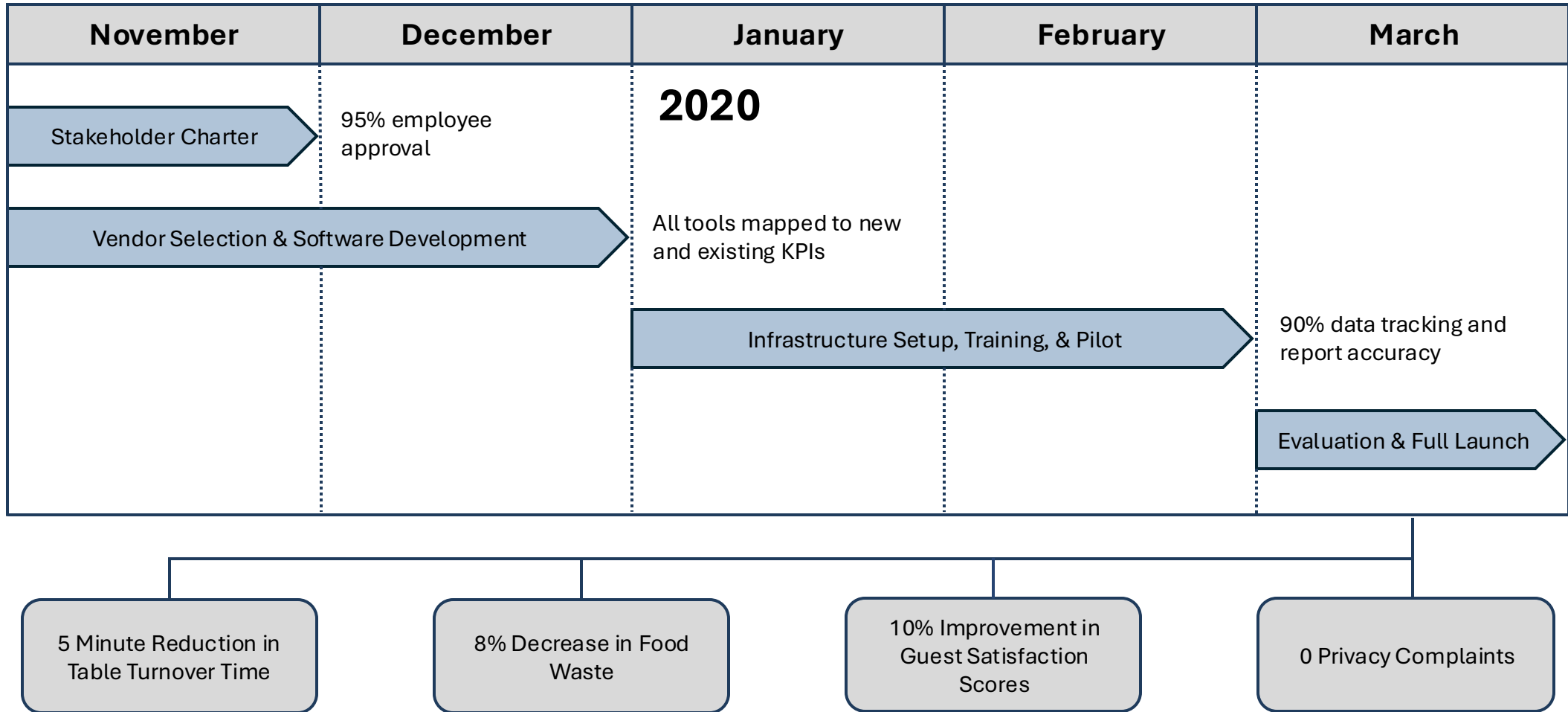
The recommended system will save Evergreen an estimated \$13,800,000 in the first year. Thin industry margins make Presto Vision an impractical option compared to lower cost alternatives.

Cost Per Location:	Presto Vision	Alternate Solution*
Hardware Cost	\$300,000	\$15,000
Annual Software License	\$100,000	\$40,000
Total Year 1 Cost	\$400,000	\$55,000
System Cost As % of Revenue	11.17%	1.54%

Total Cost (40 Locations):	16,000,000	\$2,200,000
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*Estimates based on hardware and services provided by potential vendors including MarketMan, Toast POS, and 7shifts

Implementation Timeline and KPIs



Overview

Analysis

Recommendation

Implementation