

Project Charter: Tabletop Menu Tablets Pilot

DATE: 01/01/22

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| **Project Summary** |
| Rolling out tabletop menu tablets to assist customers with quick, easy ordering options directly from their tables. This will be a first pilot focussed on the bar areas of the North and Downtown restaurants and will run from second quarter, from April to end of June (Q2). The use of tabletop menu tablets will speed up the service allowing to turn tables more quickly and serve more guests and will allow data collection for creation of relevant metrics for service improvement. |

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| **Project Goals** |
| * Decrease average table turn time by about 30 minutes (this will lead to a reduction in guest wait time) by the end of Q2 * Increase average check total to $75 by selling more appetizers and beverages by the end of Q2, resulting in increased profits * Increase appetizer sales by 15% overall (20% in Downtown and 10% in the North location) by the end of Q2 * Reduce the number of customers’ negative reviews * Reduce food waste by 25% by the end of Q2 * Kitchen staff satisfaction improvement TBD by the end of Q2 * Increase staff support in the kitchen * Increase daily guests’ count by 10% by the end of Q2 |

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| **Deliverables** |
| * Tabletop menu tablets to be piloted in the bar area of North and Downtown restaurants by the star of Q2 * Find tablet packages with add-on features and coupons and compatible with host software and POS system * Integration of host software and POS system with the menu tablet system * Produce clear data points to track metrics (e.g. food waste) * Staff training for use of the new system |

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| **Scope and Exclusion** |
| **In-Scope:**   * Tablets implementation aimed at: reducing table turn over, * Increasing the average check total * Reducing of food waste and * Improving kitchen staff satisfaction   **Out-of-Scope:**   * Adjustment of food return policy |

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| **Benefits & Costs** |
| **Benefits:**   * Service speed-up * Increase of average check total sales by $10 * Decision making support for the restaurant chain given by clear data points on customer ordering and an integrated point-of-sale system   **Costs:**   * Training materials and fees ($10,000) * Hardware and software implementation across locations ($30,000) * Maintenance (IT fees through EOY) ($5000) * Updated website and menu design fee ($5000) * Other customization fees ($550) |

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| **Appendix:** |
| * Misalignment in regards of increase appetizer sale: the North location GM suggests to remove that as a goal (they think the tablets will not have a big impact on appetizer sales), while Downtown GM suggests to aim for an increase of 20% (although they are not sure such an increase can be boosted just by the introduction of the tablet) – **resolved**: 10% increase for North and 20% for Downtown (15% average) * Misalignment in regards of reallocating payroll to hire more kitchen staff (**not resolved**): * Director of operations wants to monitor the payroll and bandwidth of the BOH (that’s “back of house: all the kitchen staff, bussers, and behind-the-scenes staff) and open up two part time line cook roles in the meantime * The Downtown GM wants to use some of the payroll to hire more cooks, runners and bussers * The North GM does not want to use the FOH payroll to pay for extra kitchen staff in case it is required to hire more hosts and bartenders * Misalignment: food return policy change, the Executive Chef wants to change the policy once the tablets have been implemented, the North GM disagrees. **Resolved**: the final decision is for them to discuss about it outside of the tabletop tablet project. * Misalignment: addition of kitchen staff satisfaction to the project goals (Executive Chef). PM is not sure that is within the scope of the project. **Not resolved**: PM to add it as a project goal, Executive Chef and Director of Operations to help in finding metrics to measure it. |