Closeout Report: Tablet Rollout

Project Summary

- Sauce & Spoon wants to launch a pilot rollout of tabletop menu tablets at two of our restaurant locations, Sauce & Spoon North and Sauce & Spoon Downtown. The project includes researching and selecting a tablet and vendors, adding a revamped menu and special features to the tablets, training staff, and installing them at the bars of 2 locations. The system will be rolled out at the beginning of quarter 2 in April, and monitored through the end of June to gauge success.

- Key Success Criteria:
  - Cut food waste by 25% by the end of June.
  - Reduce table turn time by 30 minutes by the end of June, resulting in decreased wait times.
  - Increase daily guest counts by 10% by the end of June.
  - Increase appetizer sales by 15% by the end of June, increasing product mix.
  - Increase average check value by $10 to $75 by the end of June by selling more appetizers and drinks, which increases profits.
  - Average ticket time is 8 minutes for appetizers and 12-15 minutes for entrees.
  - A one-minute or less average checkout time.
  - Less than 5% of customers who use tablets report technical issues each week.
  - 98% tablet order accuracy.
  - Less than 10 minute average wait time for seating.

Methodology

- We used a hybrid approach by integrating both predictive and adaptive methodologies with aspects of the Agile mentality applied, like preparing for changes and staying flexible with our schedule and budget.

Results

Performance Baseline:

	Planned	Actual	Notes
Actual Project Schedule vs Planned	Launch on Apr. 23	Launched on Apr. 23	We were able to launch on the day we wanted, but had to accelerate our tasks due to delays
Actual Project Cost vs Planned	Training materials and fees: $10,000 Hardware and software implementation across locations: $30,000 Maintenance (IT fees): $5,000 Updated website and menu design fee: $5,000 Other customization fees: $550	Training materials and fees: $7,486 Hardware and software implementation across locations: $3,600 annually Maintenance (IT fees): $0 (included with hardware order subscription) Updated website and menu design fee: $4,250 Other customization fees: $578	Overall, we nearly matched our budget
Planned Scope vs Delivered Scope	Install tablets at two restaurant locations Launch at the beginning of Q2 (April 1) Create a plan for how to train staff on the new system	Physically installed tablets at two restaurant locations via electrician Added menus, coupons, branding, and additional content to tablets Integrated tablets with POS system Negotiated with tablet vendor over timing Created a plan for training Managed waitstaff expectations and concerns Trained BOH and FOH Created system for maintenance/locking Implemented system of surveying and measuring customer satisfaction	We didn't realize how many moving pieces we were going to encounter

Key Accomplishments:

- We reduced the average table wait time to under 10 minutes.
- We eventually reduced table turn time by 30 minutes.
- The average tablet checkout time has stayed at one minute or less.
- Achieved less than 5% of customer's reporting technical issues each week.
- Increased daily guest count by over 20% at the Downtown location.
- We just succeeded in reducing food waste by 25%.

Lessons Learned

- Our guests seemed to have some trouble with the navigation, so we switched to a layout that they find much simpler.
- After struggling to reduce table turn time, we worked with the general managers on training and getting waitstaff to be more aware of guest pacing. This allowed us to eventually reduce turn time by the desired 30 minutes.
- Our cash payment system is still leaving customers frustrated, and we implemented more registers and retrained staff to address the issue.

Next Steps

- Plan for the rollout to the rest of Sauce & Spoon's locations.
- Continue to monitor and update installed tablets.
- Work to get Riverfront location to increase guest count by over 20%.
- Continue to improve order accuracy
- Continue to generate surveys and solicit guest feedback.

Project Documentation Archive

- [Project charter](#)
- [Project plan](#)
- [Evaluation findings presentation](#)
- [Stakeholder Analysis](#)
- [Retrospective review](#)