Project Charter: **Menu Tablets** Pilot Rollout

DATE: [07/01/2023]

Project Summary

Sauce & Spoon plans to launch a pilot rollout of tabletop menu tablets at their North and Downtown branches. The objective is to improve service efficiency and customer satisfaction by providing quick and easy ordering options. By implementing these tabletop menu tablets, the restaurant aims to reduce order processing time, decrease ticket errors, and enhance overall customer experience while collecting valuable data for further improvements.

Project Goals

- Increase average daily guest counts by 10% by end of 2nd quarter by decreasing average table turn time by 30 minutes, which also decreases guest wait time and attain at least TBD% order-to-service time reduction
- Mitigate food comp by TBD% by end 2nd quarter, through enabling customers properly specify their orders using the menu tablet, which should reduce food waste by 25%.
- Train kitchen staff and service crew on the new system one week before the start of pilot test and attain at least TBD% order accuracy rate by the end of 2nd quarter.

By incorporating promotion of menu items and coupon system on the tablet, increase average sales of appetizers and specialty drinks:

- by 10% for the North location, by the end of 2nd quarter,
- by 20% for the Downtown location, by the end of 2nd quarter,
- obtain 15% average overall increase in appetizers and specialty drinks sales for both location by the end of 2nd quarter,
- and increase average check value from $65 to $75 by the end of 2nd quarter.

Deliverables

- Project charter
- Tablet procurement and deployment plan
- Staff training plan
- Cost estimates
- Menu tablet application/software design
- Change management plan (for order management system integration.)
- Marketing plan including promotions and coupon system
- Pilot test report

Scope and Exclusion

In-Scope:
- Pilot test at Sauce & Spoon North and Downtown branch, bar section.
- Training staff and providing training modules/materials.
- TBD metrics for order accuracy, food comp, and order-to-service time.
- Hardware and software implementations, as well as maintenance.

Out-of-Scope:
- Company policy revisions/adjustments.

Benefits & Costs

Benefits:
- Increase in average daily guest counts.
- Reduction in food comps and food waste.
- Increase in average sales and average check value.
- Long term benefits may include employee satisfaction and retention, increased product mix, operational efficiency.

Costs:
- Training material fees: $10,000
- Hardware and Software implementation across locations: $30,000
- Maintenance (IT fees through EOY): $5,000
- Update website and menu design fee: $5,000
- Other customization fees: $ 550Training
- Time duration: 3 months
- Long term costs may include maintenance fees, upgrade costs, and expansion costs.

Stakeholders:

Key project stakeholders:
- Key Project Stakeholders
- Peta (Project Manager)
- Deanna (Director of Operations)
- Gilly (General Manager, North)
- Alex (General Manager, Downtown)
- Carter (Executive Chef)
- Seydou (Restaurant Consultant)

Appendix:

- During the meeting with Alex and Gilly, the previous proposed goal, decrease guest wait time been removed, instead it has been integrated in the decrease of table turn time. Deanna was informed afterwards
- The assumption in adjusting comping policy to reduce food waste has been cleared, there will be no company policy revisions to be done during the implementation of the project.
- During week 1 meeting regarding project scope details, Carter requested to include a goal around improving kitchen staff/employee satisfaction, however there is still no clear metrics or specific way of measuring satisfaction level in relation with Menu Tablets rollout. To obtain such goal, Peta asked Carter to take initiative in finding a way to incorporate the satisfaction metrics into a proper plan, in return Carter's request will be included in the project scope.
- During the same meeting mentioned above, there is a misalignment regarding inclusion of staff performance metrics, the issue was cleared by revising food waste goal to include metrics that better capture kitchen staff's performance, but the metrics are still to be discussed. Carter and Peta shall collaborate for this task.