

Project Charter: Tablet Ordering Pilot Program at North and Downtown Locations

DATE: [09/03/2022]

| **Project Summary** |
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| This project will develop and implement a tabletop tablet ordering service at 2 Sauce & Spoon locations in North and Downtown restaurants to increase revenue and profit margins, by increasing overall sales and guest count, reducing waste and improving overall dining experience through digital tools |

| **Project Goals** |
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| ●     Implement the pilot at the beginning of Q2 in both locations only in the bar area of the restaurants.  ●     At North location increase appetizer sales by 10%, by implementing the add-on feature and use of coupons by the end of Q2  ●      At Downtown location increase appetizer sales by 20%, by implementing the add-on feature and use of coupons by the end of Q2  ●     Increase average check by table from $65 to $75 by the end of Q2 by increasing appetizers sales by 15% overall in both locations.  ●      By the end Q2 increase the number of average daily guests by 10% by reducing the average turn time for tables by 30 minutes.  ●     Reduce the food waste by 25% by the end Q2 by implementing a client to kitchen ticketing system to reduce incorrect orders and reduce comping  ●     All stuff is trained in using the ordering – ticketing system by the end of Q1  ●     Integrate and test the new system to ensure a seamless hassle-free experience before the launch of the pilot at the beginning of Q2  ●      Maintain the rating of the restaurants above 4.5 in order to meet the company OKR, by reducing negative reviews, due the increased wait times, by offering a seamless digital experience |

| **Deliverables** |
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| ●     Tablet and Software Acquisition  ●     Software implementation on tablets and Menu content uploaded  ●     Appetizers add-on feature and coupons feature implemented  ●      Third party software integration  ●     Delivery and installation of tablets on bar section for Downtown location  ●     Delivery and installation of tablets on bar section for North location  ●     Training staff curriculum is tested and sessions are completed by all staff members  ●     Software is tested extensively to ensure smooth operation during open hours  ●     Metrics are measurable and clearly defined regarding table turn times |

| **Scope and Exclusion** |
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| **In-Scope:**  ●     Training materials and sessions  ●     Hardware and software implementation and testing on both locations  ●     Maintenance up to the end of the year (End of Q4)  ●     Application and menu design update  ●     Reduce food waste by reducing comping  ●     Measurable metrics and reports for data driven decision making regarding wait times and table turn time    **Out-of-Scope:**  ●     Changes in company policy regarding payrolls, due to bad experience on Waterfront location |

| **Benefits & Costs** |
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| **Benefits:**  ●        Increase the company profit margins  ●        Reduce the company expenses by reducing food waste (comping)  ●        Reduce the employee turnover by increasing employee satisfaction  ●        Improve the customer experience with digital tools  ●        Improve the food and service quality by reducing wait times and incorrect orders  ●        Facilitate procedures for staff training.  ●        Real data points to track metrics and measure success regarding table turn times    **Costs:**  ●        Training material and sessions cost: $10,000 USD  ●        Hardware and Software implementation across locations: $30,000 USD  ●        Yearly service maintenance cost: $5,000 USD  ●        Update UI (website and menu) cost: $5,000  ●        Other customization fees: $ 550 |

| **Appendix:** |
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| ●     Alex (GM, Downtown) estimates on appetizers increase is 20% while for Gilly (GM, North) the estimate is 10%. The average is 15% but is not completely accurate due to different customer profiles for different locations. When data becomes available the goals and estimates should fit the circumstances of each location instead of a companywide average  ●     The payroll policy change was discussed by is out of scope due its risk as seen from the waterfront location implementation. More data is needed to make inform decisions as stakeholder opinions are misaligned on the matter (Deanna and Alex)  ●     The goal of reducing waste time is replaced from scope as the refined goal becomes decrease table turn times by reducing wait times due to reducing waste time as customers order through the tablets and don’t have to wait for the servers. (Alex and Gilly were misaligned but agreed on a common solution to improve metrics)  ●     Executive Chef (Carter) raised the matter of improving the satisfaction of kitchen staff to reduce burnout and new employee turnover, but he must provide measurable metrics to make informed decisions, before setting a new goal and scope changes. |