Project Charter: Sauce & Table Spoon: Menu Tablets

DATE: 03/19/2025

Project Summary

Sauce & Spoon is launching a pilot rollout of tabletop menu tablets at two locations: Sauce & Spoon North and Sauce & Spoon Downtown. The goal is to improve customer experience by reducing wait times, allowing guests to place orders as soon as they arrive. Based on input from the general managers, the pilot will be focused on the bar sections of both locations, where faster table turnover is a priority.

Project Goals

- **Reduce table turn time** by **30 minutes** (from 80 minutes to 50 minutes in bar sections) **by the end of Q2 (June)** to improve efficiency and guest flow.

- **Cut food waste by 25% by the end of Q2 (June)** by improving order accuracy, tracking waste reduction, and reducing comped meals.

- **Increase average check total from $65 to $75 by the end of Q2 (June)** by increasing appetizer sales by:
  - **10% at the North location**
  - **20% at the Downtown location**

- **Monitor FOH/BOH staffing needs** by tracking **staff efficiency metrics weekly throughout Q2** and determining if **two part-time line cooks should be hired by June**.

- **Complete staff training program by the end of March**, ensuring **at least 90% of employees complete training** before the tablet rollout in **April**.

Deliverables

- **Install and configure tabletop tablets** in the bar sections of Sauce & Spoon North and Sauce & Spoon Downtown.
- **Customize tablets with menu add-on features and promotional coupons** to support upselling strategies.
- **Integrate tablets with existing POS and host software** to ensure seamless order processing and table tracking.
- **Develop and implement a staff training program** that includes user guides, troubleshooting instructions, and hands-on sessions.
- **Conduct a pre-launch operational test** to identify and resolve any technical or process issues before full deployment.
- **Monitor and analyze key performance metrics**, including:
  - Table turn time
  - Guest counts
  - Check averages
  - Food waste reduction
  - Staff efficiency
- **Evaluate FOH/BOH staffing efficiency** to determine if additional kitchen or service staff is needed before reallocating payroll.

Scope and Exclusion

In-Scope:

- **Install and configure tabletop tablets:** At bar sections of Sauce & Spoon's both North and Downtown locations.
- **Customize menu add-on features and promotional coupons** for upselling.
- **Integrate tablets with existing POS and host software** for seamless order tracking.
- **Develop and implement a staff training program** with at least 90% completion before rollout.
- **Monitor and analyze key performance metrics** (table turn time, guest counts, check averages, food waste reduction, staff efficiency).
- **Evaluate FOH/BOH staffing efficiency** and determine if two part-time line cooks are needed based on Q2 data.
- Explore the potential inclusion of a goal related to kitchen staff satisfaction, with specific metrics to be determined later.

Out-of-Scope:

- **Full restaurant-wide implementation** beyond the bar sections.
- **Custom tablet software development** (the project will use existing vendor solutions).
- **Hiring full-time BOH staff before pilot results** confirm the need.
- **Integration with third-party delivery services** (like Uber Eats or DoorDash).
- **Expanding beyond the initial two locations** until after the pilot evaluation.
- **Implementing a policy change on order returns due to error:** This will be addressed **separately** in an operations discussion.

Benefits & Costs

Benefits:

- **Higher revenue:** Increase average check totals from $65 to $75 through tablet-based upselling features.
- **Faster table turnover:** Reduce turn time by 30 minutes by streamlining ordering and checkout.
- **Improved customer experience:** Shorter wait times and faster service with digital menus and payments.
- **Reduced food waste (25% less)**: More accurate order tracking and fewer comped meals.
- **Optimized staffing efficiency:** Data-driven FOH/BOH staffing decisions to adjust workload as needed.
- **Better business insights:** Sales and performance data to refine menu offerings and promotions

Costs:

- Training materials and fees: $10,000
- Hardware and software implementation across locations: $30,000
- Maintenance (IT fees through the end of the year): $5,000
- Updated website and menu design fee: $5,000
- Other customization fees: $550

Appendix:

Policy Change on Order Returns

- **Misalignment:** A policy change on order returns is necessary to achieve the food waste reduction goal.

    o **Decision:** Policy changes will **not** be included in the tablet rollout project and will be addressed separately in an operations discussion.
- **Misalignment:** Order return and meal replacement policies should be part of the project charter.

    o **Decision:** The team agreed that **order return policies are out of scope** for this project and will be handled separately by operations.

Food Waste Reduction Goal

- **Misalignment:** The food waste goal should include policy changes regarding order returns.
    o **Decision:** The food waste goal **will not include policy changes** but will be **refined to better reflect kitchen performance metrics** once those are identified.

Kitchen Staff Satisfaction Goal

- **Misalignment:** A goal should be included in the project charter to improve kitchen staff satisfaction.
    o **Decision:** The project will **only include this goal if measurable metrics are defined**. Until then, it remains **pending further discussion**.

Payroll Reallocation

- **Misalignment:** Payroll should be reallocated from FOH (Front of House) to BOH (Back of House) immediately to account for increased kitchen workload.
    o **Decision: No immediate payroll reallocation**—staff efficiency will be monitored during Q2, and hiring needs will be evaluated based on data.