

Project Charter: Tabletop Menu Tablets

DATE: [06/07/23]

| **Project Summary** |
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| Menu Tablets is a pilot rollout of tabletop menu tablets in the bar area at two restaurant locations - North and Downton. The purpose of this project is to enable guests to order through tablets as soon as they arrive at the restaurant and through that. This is hoped to decrease table turn time, increase average daily guest counts, to communicate specific guest requests to the kitchen more directly to cut food waste. |

| **Project Goals** |
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| * Raise the average check total from 65$ to 75$ by increasing product mix and   increasing the number of appetizers ordered by 15%   * Digitalize the ordering process and ensure staff training to have a smooth and   fast integration   * Ensure that both front of the house and kitchen have enough staff to cope with   an average daily guest count increased by 10% and to decrease stuff burnout  and turnover   * Decrease table turn time by 30 min and this will lead to reduced guest wait time   and increasing daily guest count   * Give clear data points to track metrics to ensure success * Decrease meal comp by decreasing the number of food send-backs by TBD%   and reduce food waste by 25%   * Increase customer satisfaction by TBD % |

| **Deliverables** |
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| * Increase the number of appetizers ordered - 15% average increase overall, with   the North location targeted for a 10% increase and the Downtown location  targeted for a 20% increase   * Decrease average table turn time by 30 min * Increase average check total to $75 by selling more appetizers and beverages,   resulting in increased profits   * Increase average daily guest count by 10% * Implement staff training plan * Communicate specific guest requests to the kitchen more directly to decrease   number of comped meals and reduce food waste by 25%   * Ensure integration with the existing POS system |

| **Scope and Exclusion** |
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| **In-Scope:**   * Food waste reduction and order return rate * Employee satisfaction * Raising check total * Decreasing table turn time * Increasing average daily guest count * Staff training * Integration of the system with the existing POS system   **Out-of-Scope:**   * Policy change |

| **Benefits & Costs** |
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| **Benefits:**   * The tablets will provide the restaurant with clear data points on customer   ordering and an integrated point-of-sale system to help guide decision-making  in the future   * Reducing waste * Increasing profits, * Increasing customer satisfaction * Increasing employee satisfaction   **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: $ 550 |

| **Appendix:** |
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| * There was a misalignment about payroll reallocation from the front to the back   of the house. Peta was hesitant to add it to the project charter as she was  concerned that we might also need to hire additional servers or hosts without  additional data and knowing how much resources we’ll have to hire more  kitchen staff. Deanna thought it is necessary and to at least have a plan on how  to ensure the kitchen has the appropriate resources. Maybe we can monitor the  payroll and bandwidth of the BOH. Alex agreed with Deanna. While Gilly didn’t  want to give up front-of-house payroll in case we need to hire more hosts or  bartenders. Decision - They agreed to keep thinking about it - it is not solved.   * There was also a misalignment between Alex and Gilly regarding the increase   in appetizer sales. Alex is in the business district, so we get lots of groups  joining us for happy hour after work, and they tend to just order apps and drinks  and he thinks suggesting appetizers through this pilot wouldn’t make much  difference. On the other hand, at Alex's restaurant, maybe 20% of tables order  appetizers before their entrees and he proposed a larger increase, something  like 20%. Decision - To solve this, Peta proposed a 15% average increase  overall, with the North location targeted for a 10% increase and the Downtown  location targeted for a 20% increase.   * There was a misalignment to include policy change in the project or not. A   a decision was made that it is out of scope and it will be discussed on the side.   * There was a misalignment to measure employee satisfaction as a part of the   scope. A decision was made that Carter and Deanna will work together to find a  way to measure it. |