|  | **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 Waterfall approach for the entire project, 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](https://docs.google.com/document/u/0/d/1dPVBvo2sKFBE7-msOm6uk4lvfYJn3i_ZqFw7-zhLi0Y/edit?resourcekey=0-QJfxB0E_hkI22kMyFQ7Q2w)
* [Project plan](https://docs.google.com/spreadsheets/d/1Jtyr73644jb-EBwtpoHCwegvbu8tnW0o/edit?usp=sharing&ouid=112752324639694790375&rtpof=true&sd=true)
* [Evaluation findings presentation](https://docs.google.com/presentation/u/0/d/1UGtAzUMGZ6ecNyWFv0g1E97lqYCVpcZYJHerD1Ed86U/edit)
* [Stakeholder Analysis](https://docs.google.com/presentation/u/0/d/1oRBhdD8mg_p0RLlQ9hq81bsd81iW2oAjofLu8YvTdvI/edit)
* [Retrospective review](https://docs.google.com/spreadsheets/u/0/d/1Z-En846L60xD8lzs58aZ2T0ewWmX3251KfPEndMRgeU/edit)