|  | **Closeout Report:**  **Tablet Rollout`** |
| --- | --- |

# Project Summary

* The Sauce and Spoon tablet rollout project aimed to improve the restaurant operations and meet rising customer demand by rolling out tabletop menu tablets to assist customers with quick and easy ordering options
* Key success criteria for the project included:
  + Implement tabletop menu tablets in the bar area of two restaurant locations (North and Downtown) by the start of Q2
  + Reduce table turn time by 30 minutes
  + Increase average cheque total from $65 to $75
  + Increase daily guest count by 10%
  + Cut down on food wastage by 25%
  + Collect clear data points to track metrics to ensure restaurant success
* These goals aligned with the company’s OKRs of providing high quality dining experience within a specific time frame and maintaining a profitable business model by keeping expenses low and profit margins high
* The project successfully met these goals, resulting in increased revenue, reduced costs, increased customer satisfaction and loyalty, and enhanced service

# Methodology

* The project was managed using Agile methodology, with regular check ins nda adjustments made based on feedback form test launch and customer surveys
* Traditional project management techniques such as creating a project plan, budget and schedule were also used to make sure the project stayed on track and within 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:

* Implemented tabletop tablet menus in two locations by start of Q2
* Implemented staff training, allowing staff to be comfortable with the new technology and business practices
* Decreased table turn time by 30 mins, resulting in decreased customer wait time and an increase in average daily guest count by 10%
* Less than 5% of customers reported technical issues per week
* Cut food waste by 25%, resulting in reduction in prime cost
* Average table checkout time was one minute or less
* Increased average total cheque value from $65 to $75 by upselling appetizers and beverages

# Lessons Learned

* Importance of collecting and acting on customer feedback
  + Based on feedback from the test launch and customer surveys, the team was able to identify and solve issues with the tablets’ navigation and payment options, as well as improve training for waitstaff to better understand customer pacing
* Need clear communication and collaboration with all stakeholders including the kitchen staff
  + This ensures that all parts of the project were working towards the common goal of improving the customer experience
* Training and communication with staff played a key role in improving table turn time and reducing customer checkout time
* Clear messaging and simplifying navigation on tablets was essential for customer satisfaction
* It was important to address issues with incorrect orders and food waste to improve profitability and customer satisfaction
* Ongoing maintenance and development will necessary to maintain success of the tablets in the restaurants

# Next Steps

* Ongoing maintenance and development of tablet software and hardware
* Monitor and address and potential risks in the next quarter
* Plan to rollout tablets at other locations
* Plan to rollout tablets beyond the bar sections
* Continue to improve order accuracy
* Continue to survey and solicit feedback from customers
* Handover ownership of project to the manager
* Provide recommendations for future project managers to consider when overseeing similar projects in future

# Project Documentation Archive

* [Project Proposal](https://www.coursera.org/learn/applying-project-management/resources/hHiP1)
* [Project Charter](https://docs.google.com/document/u/0/d/1qk8tPVYPGRbecKgujt68VAOTmCD05UkmQ0-9HOhcIA0/edit)
* [Project Plan](https://docs.google.com/spreadsheets/u/0/d/1J2L6GApfczIE0r3L0sYUE40IDoc_vDLomjMYd2K4a1Y/edit)
* [Evaluation findings presentation](https://docs.google.com/presentation/u/0/d/14qlb5xkvHQQyWGoJ3759oVPAYGjegk5Lqbbi4B22zTw/edit)