

Project Charter: Digital menu and point-of-sale (POS) tablet for S&S

DATE: [02/24/2023]

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| **Project Summary** |
| The plan is to introduce a guest-facing system that combines a digital menu with a point-of-sale (POS) system. The system will consist of tablets placed on each table, allowing guests to order their meals smoothly and efficiently. Additionally, the restaurant will benefit from an improved ticketing system. |

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| **Project Goals** |
| ● By the second quarter, implement tabletop menu tablets at North and Down restaurant to provide customers with quick and easy ordering options.  ● At the end of June (end of Q2), increase appetizer/cocktail sales by 10% at North restaurant by offering add-ons and coupons.  ● Reduce food waste by 25%.  ● Offer a 25% discount to returning customers to increase gift card sales by 15% by the end of the year (EOY).  ● Increase the average check total to $75 by promoting the sale of more appetizers and beverages, resulting in increased profits by the end of Q2.  ● Increase the average daily guest counts by 10% by the end of June to enhance restaurant traffic. ● Reduce average table turn time by 30 minutes.  ● Create a feature for direct communication between the guest and the kitchen to reduce food waste by 25% by the end of June.  ● Train the staff on the new system by the beginning of Q2.  ● Integrate, configure, and test the new system with the existing one by the beginning of Q2.  ● Improve the restaurant rating between 4.5 and 5 stars by offering a digital experience to customers using tablets by the end of Q2. |

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| **Deliverables** |
| ● A document outlining the purpose and scope of the project: Project Charter  ● The structure and tools needed for the application/software  ● The design and information, including the menu, of the application/software  ● An additional feature that offers add-ons for appetizers/cocktails and coupons  ● Integrating third-party services into the application/software  ● The delivery and installation of equipment  ● Training for the staff on the new application/software  ● Establishing specific data points to monitor metrics at the end of June. |

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| **Scope and Exclusion** |
| **In-Scope:**  ● Materials for training  ● Implementing hardware and software across all locations  ● Maintenance until the end of the year (EOY)  ● Updating the website and menu design  ● Analyzing data results  **Out-of-Scope:**  ● Adjusting company policies  ● Reducing food waste  ● Improving employee satisfaction |

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| **Benefits & Costs** |
| **Benefits:**  ● Establishing data points to track metrics for better decision-making and restaurant success  ● Eliminating the need to replace meals due to incorrect orders as the tablet will provide accurate information  ● Increasing company profits  ● Reducing company expenses associated with staff and turnover, as well as food waste ● Enhancing the customer experience and food/service quality  ● Reducing human error in ticketing  ● Facilitating onboard training  ● Providing real data points to track metrics and measure success  **Costs:**  ● Training materials and fees: $10,000  ● Implementation of hardware and software across locations: $30,000  ● IT fees for maintenance through EOY: $5,000  ● Fee for updating website and menu design: $5,000  ● Other customization fees: $550. |

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| **Appendix:** |
| ● Increase the average check total by promoting more specialty drinks  ● Hire two part-time line cooks to handle increased demand  ● The plan to encourage customers to order more appetizers by an average of 15% may be further enhanced by increasing the average check total. The General Manager of Downtown (Alex) believes it can be increased by 20%, while the General Manager of North (Gilly) believes it will not have any effect due to public preferences.  ● Payroll reallocation was discussed but is not yet a goal due to uncertainty. Further data is needed to create a clear and measurable goal, as discussed with Deanna (via email) and Alex (in a meeting regarding decreasing guest time).  ● The goal of reducing guest wait time was canceled because it correlates with the goal of decreasing the average table turn time by 30 minutes, which can be measured. Alex and Gilly discussed this alignment and informed Deanna.  ● A new goal may be added after the Executive Chef (Carter) provides specific metrics for measuring improvements in the satisfaction of the kitchen staff. |