



# Closeout Report: Tablet Rollout

## Project Summary

- Sauce & Spoon launched a pilot project to test the impact of installing new tabletop menu tablets at two of the five Sauce & Spoon locations. The new tablets will allow the restaurant to serve more guests in less time and also provide valuable data to help Sauce & Spoon meet business goals and success.
- Some key success criteria for the project included:
  - Implement menu tablets in the bar areas of two restaurant locations (North & Downtown) by the start of Q2
  - Reduce table turn time by 30 minutes
  - Increase daily guest counts by 10%
  - <5% technical issues reported in 6 months
  - Reduction in food waste and comps by 50% by EOY
  - Collect clear data tracking metrics to ensure restaurant success
- These goals aligned with company's OKRs to provide a high-quality dining experience within a specific timeframe and maintain a profitable business model by keeping expenses low and profit margins high.
- The project achieved these goals, resulting in increased revenue, reductions in costs, increased customer satisfaction and loyalty, and enhanced service.

## Methodology

- An Agile methodology was used to manage the project, with regular check-ins and adjustments being made based on feedback from the test launch and customer surveys.
- Traditional project management techniques, such as creating a project plan and budget, were used as well to ensure 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: \$3,500 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 tablets by the start of Q2 to improve operations.
- Implemented staff training by the Q2 rollout, getting staff comfortable with the new technology and business practices.
- Reduced average table turn time by approximately 30 minutes by the end of Q2, resulting in lower customer wait times and an increase in average daily guest counts by 10%.
- Cut food waste by 25% by the end of Q2, resulting in a reduction of prime cost.
- Decreased customer checkout time by 10% on average in the first six weeks after implementation.
- <5% of customers reported technical issues each week.

## 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 tablet navigation and payment options, as well as improve training for waitstaff to understand customer pacing.
- The need for clear communication and collaboration with all stakeholders, including the kitchen staff.
  - This ensured 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 times and reducing customer checkout time.
- Clear messaging and simplifying navigation on the tablets were essential for customer satisfaction.
- The importance of addressing issues with incorrect orders and food waste to improve profitability and customer satisfaction.
- Ongoing maintenance and development will be necessary to maintain the success of the tablets in the restaurants.

## Next Steps

- Ongoing maintenance and development of tablet software and hardware.
- Finalize open action items post-project close.
- Monitor and address any potential risks in the next quarter.
- Plan the roll-out of tablets at remaining locations.
- Continue working to improve order accuracy.
- Continue surveying and soliciting feedback from guests.
- Assign ownership of the project to a designated team member or manager.
- Provide recommendations for future project managers to consider when overseeing similar projects.

## Project Documentation Archive

- [Sauce & Spoon Tablet Project Proposal](#)
- [Sauce & Spoon Tablet Project Charter](#)

- [Sauce & Spoon Tablet Project Plan](#)
- [Sauce & Spoon Tablet Project Findings Presentation](#)