Project Charter: Tabletop Menu Tablets Rollout

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Project Summary

Sauce & Spoon, a local restaurant chain committed to providing fresh, quick food and supporting the local community, aims to enhance its restaurant operations. To address areas of opportunity such as staffing, order efficiency, customer satisfaction, and quality service, the company proposes implementing a digital menu and point-of-sale (POS) system in the form of tabletop menu tablets. This initiative will offer guests a seamless ordering experience while providing the restaurant with a more effective ticketing system.

Project Goals

- Improve operational efficiency: Streamline the ordering process, reduce wait times, and increase overall operational efficiency.
- Enhance customer satisfaction: Provide guests with a seamless and interactive ordering experience, resulting in improved customer satisfaction and positive feedback.
- Increase table turnover: Decrease average table turn time, allowing for more parties to be served within a given time frame and maximizing restaurant capacity.
- Increase revenue through upselling: Utilize the tablet system to promote menu add-ons, coupons, and special offers, resulting in increased average order size and overall revenue.
- Reduce food waste: Minimize errors and modifications by improving

communication between guests and the kitchen through the tablet system, leading to a reduction in food waste.
- Increase average check value: Encourage customers to order more appetizers and specialty beverages, aiming to raise the average check value from the current $65 to at least $75.
- Ensure seamless integration with existing systems: Successfully integrate the tablet system with the restaurant's POS and host software, ensuring compatibility and smooth operations.
- Monitor and improve guest wait time: Decrease guest wait time through decreased table turn time, optimizing processes to minimize waiting periods for guests.
- Collect and analyze relevant data: Establish mechanisms to collect and analyze data from the tablet system, enabling the tracking of key metrics such as order volume, upselling effectiveness, table turn time, and guest satisfaction.
- Facilitate scalability and future expansion: Develop a scalable solution that can be implemented in multiple locations, allowing for future expansion and growth of the tabletop menu tablet system.

Deliverables

- Project Charter
- Tablet Package Selection
- Pilot Plan
- Training Program
- Integration with POS and Host Software
- Data Tracking and Reporting Mechanism
- Performance Evaluation and Analysis
- Rollout Strategy Refinement
- Final Project Report

Scope and Exclusion

In-Scope:
- Rolling out tabletop menu tablets at the Sauce & Spoon North and Downtown locations.
- Reducing food waste by implementing strategies and leveraging tablet data.
- Decreasing table turn time to improve overall efficiency.
- Increasing daily guest counts through improved service and faster dining

experience.
- Increasing appetizer sales by a target percentage (to be determined).
- Implementing menu item add-on feature and coupons on the tablets.
- Monitoring metrics related to average check total and product mix.
- Addressing kitchen staff performance metrics and satisfaction independently.

Out-of-Scope:
- Policy change regarding order returns due to error. This will be addressed separately from the tablet project.
- Adjusting company-wide policies and procedures beyond the scope of the project.
- Defining specific goals for improving employee satisfaction without clear metrics.

Benefits & Costs

Benefits:
- Increased operational efficiency through the use of tabletop menu tablets.
- Improved guest experience with faster dining service and reduced wait times.
- Increased revenue and average check total through upselling and promotional features.
- Enhanced data collection and analysis for better decision-making and performance tracking.
- Potential for increased customer satisfaction and loyalty.
- Opportunity to optimize staff allocation and reduce labor costs.
- Better control over food waste and reduction in associated costs.
- Potential for increased demand and market competitiveness.
- Improved integration and compatibility with existing POS and host software systems.
- Potential for long-term savings and improved profitability.

Costs:
- Training materials and fees: $10,000
- Hardware and Software Implementation across locations: $30,000
- Maintenance (IT fees through EOY): $5,000
- Updated website and menu design fee: $5,000
- Other customization fees: $550
- Allocation of staff resources for training and implementation.
- Time and effort invested by the project team and stakeholders.

- Potential risks and challenges during the implementation process.
- Possible resistance to change from staff and customers.
- Ongoing support and maintenance costs.

Appendix: Misalignment and Resolution

- Misalignment: Disagreement on including a policy change regarding order returns as part of the tablet rollout project.
  Resolution: The decision was made to address the policy change separately from the tablet rollout project. Deanna and Carter agreed to work on the policy adjustments independently.

- Misalignment: Divergent opinions on including a specific goal to improve the satisfaction of the kitchen staff.
  Resolution: The project manager, Peta, expressed the need for specific metrics to measure employee satisfaction and agreed to include it in the project scope if suitable metrics could be identified. Carter and Deanna agreed to collaborate in providing specific metrics for inclusion in the project plan.

- Misalignment: Uncertainty regarding the timeline and resources needed for reallocating payroll to hire more kitchen staff.
  Resolution: The decision was made to monitor payroll and bandwidth in the back-of-house (BOH) and open up two part-time line cook roles in the meantime. Further discussions and data analysis will be conducted to determine the feasibility and timeline for reallocating payroll to meet increased demand.

- Misalignment: Disagreement on whether decreasing guest wait time should be a separate goal from reducing table turn time.
  Resolution: It was agreed to integrate the goal of decreasing guest wait time within the goal of reducing table turn time, as they are closely related. The specific target for reducing guest wait time will be further defined during the project.

- Misalignment: Varying perspectives on the inclusion of an employee satisfaction goal and a policy change within the tablet rollout project.
  Next Steps: Peta will work closely with Carter and Deanna to gather more information and metrics to determine the feasibility of incorporating the employee satisfaction goal. Additionally, Deanna and Carter will collaborate on

addressing the policy change separately from the project and communicating any updates to relevant stakeholders.