



# Closeout Report: Tablet Rollout

## Project Summary

- The Sauce & Spoon tablet rollout project aimed to improve restaurant operations and meet rising customer demand by rolling out tabletop menu tablets to assist customers with quick, easy ordering options
- 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 average check total from \$65 to \$75
  - Increase daily guest counts by 10%
  - Collect clear data points to track metrics to ensure restaurant success
- These goals aligned with the company's OKRs of providing a high-quality dining experience within a specific timeframe 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 an Agile methodology, with regular check-ins and adjustments made based on feedback from the test launch and customer surveys
- Traditional project management techniques, such as creating a project plan and budget, were also used to ensure that 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<br>Hardware and software implementation across locations: \$30,000<br>Maintenance (IT fees): \$5,000<br>Updated website and menu design fee: \$5,000<br>Other customization fees: \$550 | Training materials and fees: \$7,486<br>Hardware and software implementation across locations: \$3,600 annually<br>Maintenance (IT fees): \$0 (included with hardware order subscription)<br>Updated website and menu design fee: \$4,250<br>Other customization fees: \$578   | Overall, we nearly matched our budget  |
| Planned Scope vs Delivered Scope   | Install tablets at two restaurant locations<br><br>Launch at the beginning of Q2 (April 1)<br><br>Create a plan for how to train staff on the new system  | Physically installed tablets at two restaurant locations via electrician<br><br>Added menus, coupons, branding, and additional content to tablets<br><br>Integrated tablets with POS system<br><br>Negotiated with tablet vendor over timing<br><br>Created a plan for training<br><br>Managed waitstaff expectations and concerns<br><br>Trained BOH and FOH<br><br>Created system for maintenance/locking<br><br>Implemented system of surveying and measuring customer satisfaction | We didn't realize how many moving pieces we were going to encounter                        |

## Key Accomplishments:

- Implemented menu tablets by the start of Q2 to improve operations
- Implemented staff training by the Q2 rollout, allowing staff to be comfortable with the new technology and business practices
- Decreased average table turn time by approximately 30 minutes by the end of Q2, resulting in decreased customer wait time and an increase in average daily guest counts by 10%
- Increased average check total from \$65 to \$75 by selling more appetizers and beverages by the end of Q2, resulting in increased profits
- 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
- Less than 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 tablets' navigation and payment options, as well as improve training for waitstaff to better understand customer pacing
- Need for 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 times and reducing customer checkout time
- Clear messaging and simplifying navigation on the 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 be necessary to maintain the success of the tablets in the restaurants

## Next Steps

- Ongoing maintenance and development of tablet software and hardware
- Finalize any open action items post-project close
- Monitor and address any potential risks in the next quarter
- Plan to roll out tablets at other locations
- Continue to improve order accuracy
- Continue to survey and solicit 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 in the future

## Project Documentation Archive

- [Project Proposal](#)
- [Project Charter](#)
- [Project Plan](#)
- [Evaluation Presentation](#)