



Project Charter: Menu Tablets

DATE: 12/20/22

Project Summary

Sauce & Spoon is a local restaurant chain specializing in scratch-to-table cuisine and committed to partnering with local farmers and suppliers. The restaurant group is growing in annual sales (+28%) each year and wants to meet demand by improving current restaurant operations. We will accomplish this by launching a pilot rollout of tabletop menu tablets in the bar area at two of our restaurant locations, Sauce & Spoon North and Sauce & Spoon Downtown in the bar area of each restaurant at the beginning of Q2.

Project Goals

Confirmed goals:

- Implement menu tablets by the start of Q2 to improve operations
- Decrease average table turn time by approximately 30 minutes by the end of the second quarter (Q2), resulting in decreased customer wait time and an increase in average daily guest counts by 10%
- Increase 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
- Increase daily guest counts by 10%
- Increase appetizer sales by 15% on average by the end of Q2
 - North location: 10%
 - Downtown location: 20%

- Implement staff training by the Q2 rollout so that staff is comfortable with the new technology and business practices
- Configure tablet software to be compatible with existing systems by the Q2 rollout
- Decrease customer checkout time by 10% on average in the first six weeks after implementation

To be determined:

- Reduce guest wait time by X%
- Hire more staff - specifics TBD
- Decrease employee burnout and turnover by x% by reducing strain on staff

Deliverables

- Collect clear data points to track metrics - the tablets will track table turn time and ordering trends which we can use to ensure success
- Develop & Implement training plan to train staff on the new system
- Install the tablets in the bar area of two restaurant locations:
 - Sauce & Spoon North
 - Sauce & Spoon Downtown
- Configure tablet software to be compatible with existing POS (point-of-sale) systems
- Implement tablet feature to promote specific items:
 - Suggest any menu item as an add-on
 - Display coupons for selected item
- Train servers to suggest appetizers and provide coupons

scope refers to the boundaries of the project

Scope and Exclusion

In-Scope:

- Restaurant locations which are taking part in the pilot
- Tablet rollout
- Food waste management
- Configuration & installation of tablets

- Staff training to use tablets & promote items

Out-of-Scope:

- Policy change on order returns
- Kitchen Staff satisfaction

Consider the following **Guiding Questions** when determining the benefits and costs of this project:

- What is the biggest problem you are trying to solve?
- What defines “success” or “completion” to you?
- What are the biggest risks for this project?
- What are the resources and timeline needed?
- What are the outcomes?
- What is the indirect or long term impact?
- Who is the audience or beneficiary?

Benefits & Costs

Benefits:

- Meet the rising demand of customers by improving operations
- Increase in revenue via check average increase
- Reduction of costs through cutting food waste
- Increased customer satisfaction & loyalty
- Increased staff satisfaction, reduction of burnout rate
- Enhanced service resulting in more customers and less wait times

Costs:

- Training materials & fees
 - Estimated Cost: \$10,000
- Hardware & Software Implementation across locations
 - Estimated Cost: \$30,000
- Maintenance (IT fees through EOY)
 - Estimated Cost: \$5,000
- Updated website and menu design fee
 - Estimated Cost: \$5,000
- Other customization fees
 - Estimated Cost: \$550

Appendix:

- Misalignments -
 - Reallocate payroll to hire more kitchen staff
 - The team could not agree whether to reallocate payroll to hire more kitchen staff
 - Should we measure kitchen staff satisfaction as part of our scope? If so, how can we directly measure this?
 - Policy changes having to do with order returns to due error as part of the tablet rollout - currently we are leaving it out of scope until we can agree upon specific metrics
 - Hiring new employees - BOH, FOH, any at all? Additional data required from Alex & Gilly to confirm.
 - Initial misalignment on increase in appetizer sales - reached a compromise of 15% increase