

Sauce & Spoon

Project Proposal: Menu Tablets

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[Sauce and Spoon OKRs](#)

Executive Summary

Sauce & Spoon is a local restaurant chain specializing in scratch-to-table cuisine and committed to partnering with local farmers and suppliers.

Company Mission and Objectives

Sauce & Spoon exists to enrich our community:

- Make fresh, quick food for the working families of our community
- Prioritize our customer needs and wants
- Run an efficient, profitable business model so we can continue to grow in our community
- Support local businesses through our sourcing and partnerships

The restaurant group is growing in annual sales (+28%) each year and wants to meet demand by improving current restaurant operations. This is the greatest area of opportunity to reduce costs: staffing, order size and amount, improving customer satisfaction and retention, and providing timely and quality service.

To address this, we propose implementing a digital menu and point-of-sale system that will be guest-facing. This will take place in the form of a fully-integrated tablet system located at each table to offer guests a seamless ordering experience — and at the same time, provide the restaurant with a more effective ticketing system.

Opportunity Statement

In our first three years of business, Sauce & Spoon was able to exceed revenue goals and keep up with the customer demand without letting quality suffer. However, we faced “burnout” amongst staff which led to high employee turnover (50% front-of-house reduction). We also risked profitability due to human errors in tickets and little-to-no focus on new employee onboarding.

Today, we have increased the number of restaurant locations and customer sales continue to grow. But, we have failed to create more efficient procedures or address issues of quality. Internal data shows that food order times have increased (+20%) and we have seen a connection to negative customer satisfaction reviews due to “delay in service.” Our research also shows that, despite an increase in sales, we have maintained a flat profit margin year-over-year.

We’re confident this initiative will be well-received by customers as well as help reduce errors and sunken costs.

Project Overview

What?

Rolling out tabletop menu tablets to assist customers with quick, easy ordering options.

Why?

Implementing menu tablets on tables and digitizing the ordering process will speed up service and other various processes. It will allow us to turn tables more quickly and serve more guests. Additionally, it will offer us clear data points so that we can track metrics that help ensure the

restaurant's success. It will also help us keep up with the growing digital presence in the restaurant industry, allowing us to provide customers with a familiar digital experience.

Proposed Next Steps and Timeline

- Further scope and create project charter with scope, metrics, etc.
- Establish pilot plan

Sauce & Spoon: Company OKRs

We make fresh food quickly for the working families of our community.

- Serve delicious meals and an enjoyable dining experience in less than an hour.
- Maintain a 4.5 star rating on our review platform

We prioritize our customer needs and wants.

- Consistently innovate through annual projects, like menu tablets, to give customers a better dining experience.
- Host quarterly employee ideas and feedback night.

We run an efficient, profitable business model so we can continue to grow in our community.

- Keep our operating expenses low and our budget precise in order to focus on providing high-quality food.
- Ensure each large investment undergoes an analysis and results in a positive return.

We support local businesses through our sourcing and partnerships.

- Only use local vendors in all of our operations.
- Onboard five new, local and sustainable vendors each year.





Project Charter: Tabletop Menu Tablets-Pilot Launch

DATE: 04/14/21

Project Summary

Sauce & Spoon is looking to test out tabletop menu tablets at two of their restaurants so that customers can order with the tablets instead of waiting for a server. The two locations picked for this pilot program are the bar areas of Sauce & Spoon North and Sauce & Spoon Downtown. These locations were picked because each has the right sized staff and volume of guests to test out this new concept.

Project Goals- Deadline: End of June (Q2)

- Increase product mix by increasing advertisement of certain entrees with coupons by the end of Q2, resulting in a fully utilized menu
- Raise average check total per customer to \$75 by selling 15% more appetizers and beverages by the end of Q2, resulting in increased profits
- Increase coupon customer usage by the end of Q2, resulting in an increase in sales of lower-sold items
- Decrease average table turn time by 30 minutes by the end of the second quarter (Q2), resulting in decreased customer wait time
- Increase daily guest counts by 10% by end of Q2 to increase profits
- Cut 25% of food waste by decreasing comped meals by the end of Q2, resulting in an increase in profits and time for staff
- Train 100% of staff by the launch of tablets to ensure successful operations
- Determine payroll feasibility and necessity to hire more employees throughout the project

Deliverables

- Installed Tablets
- Staff Training Program
- Clear data points to track metrics
- Payroll and Budget Reports
- Assessment of Current Staffing Requirements
- Additional Staffing (Two Part-Time Line Cooks)
- Hiring and Training Plan
- Coupon and Advertisement Plan

Scope and Exclusion

In-Scope:

- Customer Satisfaction
- Employee Satisfaction
- Project Budget
- Training
- Hardware/Software Installation, Maintenance, and Programming (Features)

Out-of-Scope:

- Policy Changes
- Restaurant layouts
- Menu options

Benefits & Costs

Benefits:

- Increase in profit
- Higher customer satisfaction
- Higher employee satisfaction
- More efficient and effective restaurant operations
- Modernizing restaurant
- Better reputation in the community
- IT system updates
- Development of new restaurant metrics to gauge performance
- Payroll assessments
- Additional staffing
- New experiences

Costs:

- Estimated costs for project investment equals roughly \$55,550
 - 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
- Time costs
 - Training
 - Planning
 - Implementing
 - Software/hardware installation and updates
- Scheduling changes
- Operation changes (workflow and strategy changes)
- Policy changes
- Learning curves

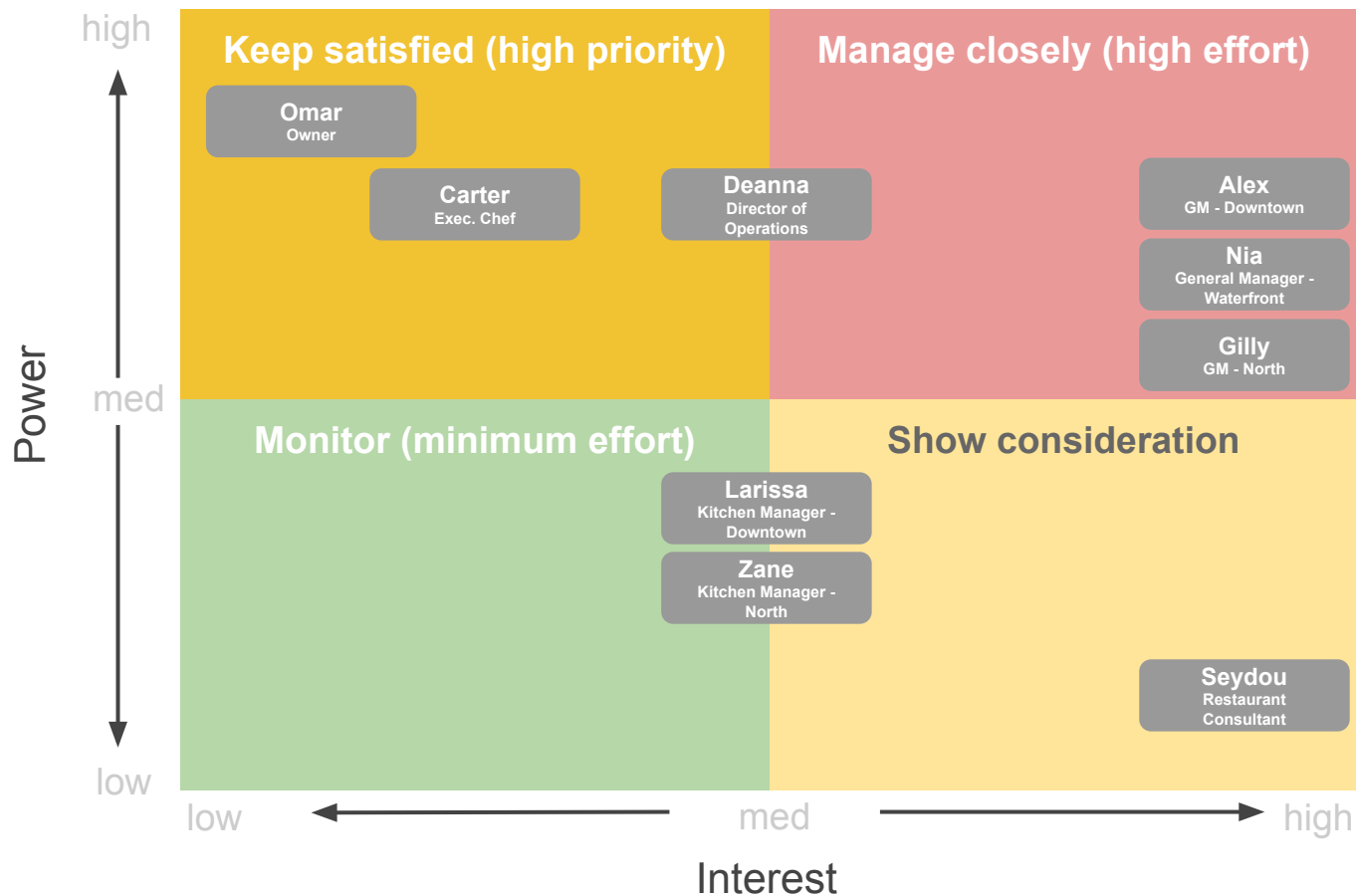
Appendix:

- **Misalignment-** Request to reallocate payroll to hire additional staff
 - Potential Resolution: Monitor payroll and bandwidth of BOH (Back of House) before making any assumptions of whether payroll needs to be allocated from FOH (Front of House) to accommodate any increase in demand
 - UNRESOLVED
- **Misalignment-** Goal to decrease guest wait time by X%
 - Resolution: Removed goal in favor of table turn time goal, which will naturally decrease guest wait time
- **Misalignment-** Decide if policy changes that help with project goals are in-scope of current project
 - Details: Request to adjust the send-back policy to decrease food waste
 - Resolution: Move policy change requests to an operations discussion rather than discuss them during project meetings
- **Misalignment-** Create a goal to improve satisfaction of kitchen staff
 - Potential Resolution: If the team can find a way to measure employee satisfaction during the project, the goal will be created
 - UNRESOLVED

Stakeholder Analysis

Stakeholder	Role	Power (H/M/L)	Interest (H/M/L)	Notes
Omar Mubarak	Owner/CEO	H	L	Extremely busy; Oversees overall direction, profitability, and reputation of the Sauce & Spoon restaurant group
Deanna Coleman	Director of Operations	H	M	Leads the vision for Sauce & Spoon initiatives; Responsible for daily communication across different teams, ensuring ordering and inventory is done with integrity; Oversees interviewing, hiring, training, and other restaurant managers
Carter Ward	Executive Chef	H	L	Visionary and final say on all menu choices; Oversees all other chefs employed by the restaurant
Gilly Tyson	General Manager (North)	M	H	Responsible for hiring and training North restaurant staff, ordering all the restaurant supplies and talking to customers to ensure they are happy with their service
Alex Schmidt	General Manager (Downtown)	M	H	Responsible for hiring and training Downtown restaurant staff, ordering all the restaurant supplies and talking to customers to ensure they are happy with their service
Nia Williams	General Manager (Waterfront)	M	H	Responsible for hiring and training Waterfront restaurant staff, ordering all the restaurant supplies and talking to customers to ensure they are happy with their service
Zane Dutchman	Kitchen Manager (North)	M	M	Oversees day-to-day back of house operations and administrative tasks at the North location; Responsible for controlling costs and managing labor
Larissa Stein	Kitchen Manager (Downtown)	M	M	Oversees day-to-day back of house operations and administrative tasks at the Downtown location; Responsible for controlling costs and managing labor
Seydou Diallo	Restaurant Technology Consultant	L	H	Helps restaurants implement cost-effective, integrated and easy-to-use restaurant technology systems

Drag each stakeholder's box to the appropriate place on the power-interest grid



Sauce & Spoon Project Plan

[illegible]

Task Brainstorm

Task	Notes	Estimated Duration (Days)	Optimistic	Most Likely	Pessimistic	Confidence Rating (H/M/L)	Known Dates
Milestone 1: Preparation of Tablet Integration	Meetings, research, processes						
Conduct staff meetings to prepare for tablet integration	Workflow, strategies, features, concerns, recommendations	1	2 hours	6-8 hours	2 days	H	
Brainstorm metrics to track project effectiveness		1	2 hours	6-8 hours	2 days	H	
Develop a process to record and analyze new metrics		1.5	4 hours	1.5 days	3 days	H	
Research tablets and their functionalities		4	2 days	3 days	5 days	H	
Research vendors		3	1 day	2 days	5 days	H	
Milestone 2: Purchasing of Tablets							
Generate quotes and review costs		5	3 days	5 days	7 days	M	
Test out tablets		3	1 day	2 days	4 days	M	
Choose a tablet	Review options	1	1 day	1 day	2 days	M	
Create contracts and statements of work for vendors		5	2 days	4 days	7 days	M	
Purchase tablets	Order and receive shipping; shipping delayed (3-4 days)	11	4 days	7 days	11 days	M	
Milestone 3: Installation of Tablets							
Update POS System		3	1 day	2 days	5 days	L/M	
Schedule electrician	Two half-days	5	3 days	5 days	7 days	M	
Install tablets	Upgraded devices delayed in shipping	1	1/2 day	1 day	6 days	M	
Test the newly installed tablets and POS System	Perform any changes if necessary	1	1 day	1 day	2 days	M	
Document necessary information about installation	Save information in an accessible place	1	1 day	1 day	2 days	M	
Prepare and plan a process for MRU	Maintenance, Repairs, and Updates	2	1 day	2 days	4 days	M	
Milestone 4: Configurations of Tablet and POS System	Additional features may be added						
Enable GPS location services on each tablet	May need to code this feature in	4	2 days	4 days	6 days	L	
Finalize menu and coupon value mock-ups	Waiting on Carter to submit his final draft of menu	10	7 days	9 days	12 days	M	
Upload menu and coupon values		1	1 day	1 day	3 days	M	
Milestone 5: Training Preparation							
Plan training program for employees	Format, important information, requirements, adjustments	2	1 day	2 days	4 days	M	
Create a procedure for securing tablets at end of night		4 hours	2 hours	4 hours	6 hours	H	
Include payment security talking points in training		2 hours	1 hour	2 hours	4 hours	H	
Include information about PPS in training	Payment Portal Security	2 hours	30 minutes	1 hour	4 hours	H	
Document any changes to waitstaff pay and tips	Add this to employee training program	2 hours	30 minutes	1 hour	3 hours	M	
Milestone 6: Training Program for Employees							
Pre-training meeting	Introduce tablest and changes to staff	1 hour	45 minutes	1 hour	1 hour 30 min	M	
Train GMs on new software	Seydou and Peta conduct this training	6 hours	4 hours	5 hours	7 hours	M	
Schedule training with all employees	Trained GMs conduct this training	3 hours	2 hours	3 hours	4 hours	L/M	
Schedule a Sunday morning test run involving f&f	Friends & Families	1	1/2 day	1 day	2 days	M	
Milestone 6: New-Hire Process							
Conduct staff meeting to determine for any additional hires		2 hours	1 hour	2 hours	4 hours	M	
Assess payroll and staff requirements		1	1/2 day	1 day	2 days	M	
Create a plan to hire for necessary roles		2	1/2 day	1 day	3 days	M	
Milestone 7: Additional Tasks	Most likely changes, additions, and revising will occur						
Make a list of menu items feasible for coupon selection		3	2 days	3 days	4 days	H	
Research and contact third-party ordering services		3	2 days	3 days	4 days	M	

Additional Resources

Title	Link	Date Added	Notes
Tabletop Tech: <i>Restaurant Dive</i>	https://www.restaurantdiver.com	4/16/2021	Tabletop tech speeds up service and boosts profits
<i>Restaurant Dive</i> : Study Reference	https://poseidon01.ssrn.com	4/16/2021	Reference study to <i>Restaurant Dive</i> 's Tabletop Tech article
Advantages of Using Tablet: <i>LeeBroPOS</i>	https://www.leebropos.com	4/16/2021	5 Advantages of Using a Restaurant Tablet POS System
Steps to Prevent Food Waste: <i>LeeBroPOS</i>	https://www.leebropos.com	4/16/2021	4 Simple Steps to Prevent Restaurant Food Waste
Stagnating Drink Sales: <i>LeeBroPOS</i>	https://www.leebropos.com	4/16/2021	3 Key Reasons Your Drink Sales May Be Stagnating
Steps to Launch POS System: <i>Partech</i>	https://www.partech.com	4/16/2021	5 Steps to Launching a Powerful Restaurant POS System
Uses for Tablets: <i>Business</i>	https://www.business.com	4/16/2021	Best Uses for Tablets at Your Restaurant
Preparing Your Restaurant: <i>TouchBistro</i>	https://www.touchbistro.com	4/16/2021	The Complete Guide to Preparing Your Restaurant for an Online Ordering System

Quality and Evaluation

Quality Standards Category	Quality Standards Criteria/Description	Evaluation Questions	Evaluation Indicators	Criteria Met?
Average Ticket Time	Amount of time between receiving an order and delivering it to table: 8 Minutes for Appetizers; 12-15 Minutes for Entrees	<ul style="list-style-type: none"> Are customers receiving meals within the timeframe desired? Are chefs receiving orders in the correct order within a timeframe practical to complete order within timeframe? Are the servers delivering order within a reasonable timeframe? 	<ul style="list-style-type: none"> Customers report they received their food within the desired timeframe Chefs identifying their time to complete orders within desired timeframe Servers bringing food out within necessary timeframe 	<input type="checkbox"/>
Quicker Check-Out	One-minute checkout time; seamless and easy to navigate	<ul style="list-style-type: none"> Are there processes in place for customer self-pay? Do waitstaff/hosts have adequate time to complete payment process? Are all maintenance and updates requirements completed on tablets? 	<ul style="list-style-type: none"> 95% of orders completed on time Customers report their check-out experience Servers report their workflow is smooth and continuous Tablets have no reports of technical issues 	<input type="checkbox"/>
Average Rate of Technical Issues	Customers report less than 5% in the first six months	<ul style="list-style-type: none"> Do customers have the necessary understanding of how to use the tablets? 	<ul style="list-style-type: none"> Customers have positive feedback for usage of tablets 	<input type="checkbox"/>
Order Accuracy	100%; No orders sent back to kitchen	<ul style="list-style-type: none"> Are tablet processors clear on how to order food with customized options? Does the menu offer guidance on customization options for customers? Do the chefs have a process to understand the orders coming in without mistakes? Are there confirmation processes in place? How long does it take customer to be seated after they arrive at the restaurant? 	<ul style="list-style-type: none"> At least 95% orders are ordered and prepared accurately Customers report correct orders and positive food experiences Customer return/intention rates Number of customers recommend restaurant to friend/family 	<input type="checkbox"/>
Customer Wait Time in Lobby	10 minutes or less wait time for a table	<ul style="list-style-type: none"> Do we have the necessary staffing at the appropriate shifts to perform with the different workloads throughout business hours? Are there anything that needs to be improved upon to allow staff to seat customers efficiently? 	<ul style="list-style-type: none"> Customer reports quick seating experience Servers report not having problems with workflow during peak hours 	<input type="checkbox"/>

Survey Questions

Quality Standards Criteria/Description	Evaluation Questions	Evaluation Indicators	Survey Question	Question Type	Question Answer Options (depends on question type)				
					Option #1	Option #2	Option #3	Option #4	Option #5
Average Ticket Time	<ul style="list-style-type: none"> • Are customers receiving meals within the timeframe desired? • Are chefs receiving orders in the correct order within a timeframe practical to complete order within timeframe? • Are the servers delivering order within a reasonable timeframe? 	<ul style="list-style-type: none"> • Customers report they received their food within the desired timeframes • Chefs identifying their time to complete orders within desired timeframe • Servers bringing food out within necessary timeframe • 95% of orders completed on time 	If you ordered an appetizer, how long did it take to arrive at your table?	Multiple choice	Less than 3 minutes	Between 3-5 minutes	Between 5-10 minutes	More than 10 minutes	I did not order an appetizer
Average Ticket Time	<ul style="list-style-type: none"> • Are customers receiving meals within the timeframe desired? • Are chefs receiving orders in the correct order within a timeframe practical to complete order within timeframe? • Are the servers delivering order within a reasonable timeframe? 	<ul style="list-style-type: none"> • Customers report they received their food within the desired timeframes • Chefs identifying their time to complete orders within desired timeframe • Servers bringing food out within necessary timeframe • 95% of orders completed on time 	How long did your order take to arrive at your table?	Multiple choice	Less than 10 minutes	Between 12-15 minutes	Between 15-20 minutes	More than 20 Minutes	
Quicker Check-Out	<ul style="list-style-type: none"> • Are there processes in place for customer self-pay? • Do waitstaff/host have adequate time to complete payment process? 	<ul style="list-style-type: none"> • Customers report their check-out experience • Servers report their workflow is smooth and continuous 	When paying, did you use the self-pay option on the tablet?	Yes/No	Yes	No			
Quicker Check-Out	<ul style="list-style-type: none"> • Are there processes in place for customer self-pay? • Do waitstaff/host have adequate time to complete payment process? 	<ul style="list-style-type: none"> • Customers report their check-out experience • Servers report their workflow is smooth and continuous 	If you used the tablet to pay your bill, did the process take less than a minute?	True/False	TRUE	FALSE			
Quicker Check-Out	<ul style="list-style-type: none"> • Are there processes in place for customer self-pay? • Do waitstaff/host have adequate time to complete payment process? 	<ul style="list-style-type: none"> • Customers report their check-out experience • Servers report their workflow is smooth and continuous 	What are some issues, if any, did you have when paying with the tablet?	Open-ended	Explanation:				
Order Accuracy	<ul style="list-style-type: none"> • Are tablet processes clear on how to order food with customized options? • Does the menu offer guidance on customization options for customers? • Do the chefs have a process to understand the orders coming in without mistakes? • Are there confirmation processes in place? • Are tablet processes clear on how to order food with customized options? 	<ul style="list-style-type: none"> • Customers report correct orders and positive food experiences • Customer return/retention rates • Number of customers recommend restaurant to friend/relative • At least 95% orders are ordered and prepared accurately 	What was your level of satisfaction ordering on the tablet?	Scaled	1: Very Satisfied	2: Somewhat satisfied	3: Neither satisfied nor dissatisfied	4: Somewhat dissatisfied	5: Very dissatisfied
Order Accuracy	<ul style="list-style-type: none"> • Does the menu offer guidance on customization options for customers? • Do the chefs have a process to understand the orders coming in without mistakes? • Are there confirmation processes in place? • Are tablet processes clear on how to order food with customized options? 	<ul style="list-style-type: none"> • Customers report correct orders and positive food experiences • Customer return/retention rates • Number of customers recommend restaurant to friend/relative • At least 95% orders are ordered and prepared accurately 	What concerns or issues did you have ordering on the tablet?	Open-ended	Explanation:				
Order Accuracy	<ul style="list-style-type: none"> • Are there confirmation processes in place? • Are tablet processes clear on how to order food with customized options? • Does the menu offer guidance on customization options for customers? • Do the chefs have a process to understand the orders coming in without mistakes? • Are there confirmation processes in place? • Are all maintenance and updates requirements completed on tablets? 	<ul style="list-style-type: none"> • Customers report correct orders and positive food experiences • Customer return/retention rates • Number of customers recommend restaurant to friend/relative • Tablets have no reports of technical issues 	Was your meal prepared/served correctly? If not, please explain any inconsistencies that were made in the preparation/serving of your food from your expectations.	Open-ended	Yes	No	Explanation:		
Average Rate of Technical Issues	<ul style="list-style-type: none"> • Do customers have the necessary understanding of how to use the tablets? 	<ul style="list-style-type: none"> • Customers have positive feedback for usage of tablets 	Did you experience any technical difficulties while ordering on the tablet? If yes, please describe the issue.	Yes/No	Yes	No			
Customer Wait Time in Lobby	<ul style="list-style-type: none"> • How long does it take customer to be seated after they arrive at the restaurant? • Do we have the necessary staffing at the appropriate shifts to perform with the different workloads throughout business hours? • Are there anything that needs to be improved upon to allow staff to seat customers more efficiently? 	<ul style="list-style-type: none"> • Customer reports quick seating experience • Servers report not having problems with workflow during peak hours 	How long did it take for you to be seated after arriving at our restaurant?	Open-ended	Explanation:				

Email #1

From: Peta
To: Seydou
Subj: [Action Needed] Help-Against Expanding Rollout

Seydou,

It's been great to work with you on this project. I appreciate all the time and effort you have put towards helping us out thus far.

I am hoping to convince Omar and Deanna to hold off on expanding the rollout until we get a better idea of how it impacts the restaurants before fully adopting the new technologies and I'm wondering if you'd help me with approaching them about this topic.

Since you have expertise implementing technologies with other restaurants, I'd appreciate your input when I present my arguments to them against this change.

Several things concern me with implementing the tablets into other areas of the restaurant besides the bar:

- We don't completely know the effects of what type of adjustments we'll need to make to ensure a smooth transition in this process. And,
- I'm concerned about losing customer satisfaction and staff morale, because we haven't prepared to make these sorts of alterations to the project's scope.
- Even though expanding the tablets would help us with more accurate metrics and, potentially, increase revenue during the project, doing so might expose us to unforeseen risks and issues down the road.

So, I'm voting against rolling out the tablets to all areas of the restaurant until we can get a better idea on how it affects the restaurant's operations and I'm wondering if you'd help me convince Omar and Deanna. I've, also, contacted Carter to help us out. Any thoughts?

Best,

Peta

Email #2

From: Peta
To: Carter
Subj: [Action Needed] Help-Against Expanding Rollout

Carter,

It's been great working with you on this project thus far. I'm still thinking over the topic on expanding the rollout that we discussed last meeting and I'm hoping to get some help.

I'd like to convince Omar and Deanna to hold off on expanding the rollout until we get a better idea of how it impacts the restaurants before fully adopting the new technologies and I'm wondering if you'd help me with approaching them about this topic.

Since you are the Executive Chef of the company, your input means a lot when deciding on whether to implement changes in the project or not. And, I'm hoping your background in the military could help us with devising some methodologies and strategies to convince Omar and Deanna.

Several things concern me with implementing the tablets into other areas of the restaurant besides the bar:

- We don't completely know the effects of what type of adjustments we'll need to make to ensure a smooth transition in this process. And,
- I'm concerned about losing customer satisfaction and staff morale, because we haven't prepared to make these sorts of alterations to the project's scope.
- Even though expanding the tablets would help us with more accurate metrics and, potentially, increase revenue during the project, doing so might expose us to unforeseen risks and issues down the road.

So, I'm voting against rolling out the tablets on all areas of the restaurant until we can get a better idea on how it affects the restaurant's operations and I'm wondering if you'd help me convince Omar and Deanna. I've, also, contacted Seydou to help us out. Any thoughts?

Best,

Peta

From: Peta
To: Deanna
Subject: [Action Needed] New Tablet Price Structure

TLDR:

Vendor changed our tablet price structure to a subscription (\$300/mo, includes tablets, software, 24/7 support, and customization). Will need your approval moving forward.

Hi Deanna,

I hope all is well. I'm emailing to inform you about a change in our vendor's price structure for the tablets we ordered.

Originally, the 40 tablets' cost was \$8,000 which included the purchase of the tablets and the menu software as a one-time licensing fee. Now, Terrific Tablets has changed their price structure to a subscription-based service.

The subscription is **\$300 a month** and this would cover all 40 tablets, the software, 24/7 support, and customization, which covers just about everything. Instead of the \$8,000 for the first year, the yearly price will now be **\$3,600**, which includes support, but this will need to be paid every year going forward.

To fulfill our company OKRs, we would need to undergo an analysis for each large investment to ensure we see a positive return. And, this change affects our budget by keeping our first-year costs for the tablets low, but we will most likely be paying more in the long-term for services/features of the tablets that we might not need.

I will need your executive approval to continue with this new contract. Otherwise, we will need to look for a new vendor that can provide us with a deal similar to our original price structure.

Sincerely,

Peta



Tablet Test Launch

Summary

We initiated and completed a project to integrate tablets into our restaurants. The purpose of this project was to modernize our business and implement new processes to improve our customers' and employees' satisfaction, while making our restaurant more efficient and effective.

During this project:

- We researched the different tablet options and, ultimately, chose a vendor to supply us with the most updated hardware and software for our tablets.
- We scheduled an electrician to install the necessary wiring and hired a technology consultant to help guide us and perform any other work necessary to install the tablets.
- We provided training for our employees and scheduled a day to perform a test run of the tablets that involved family and friends to ensure our IT network functioned properly.

Overview

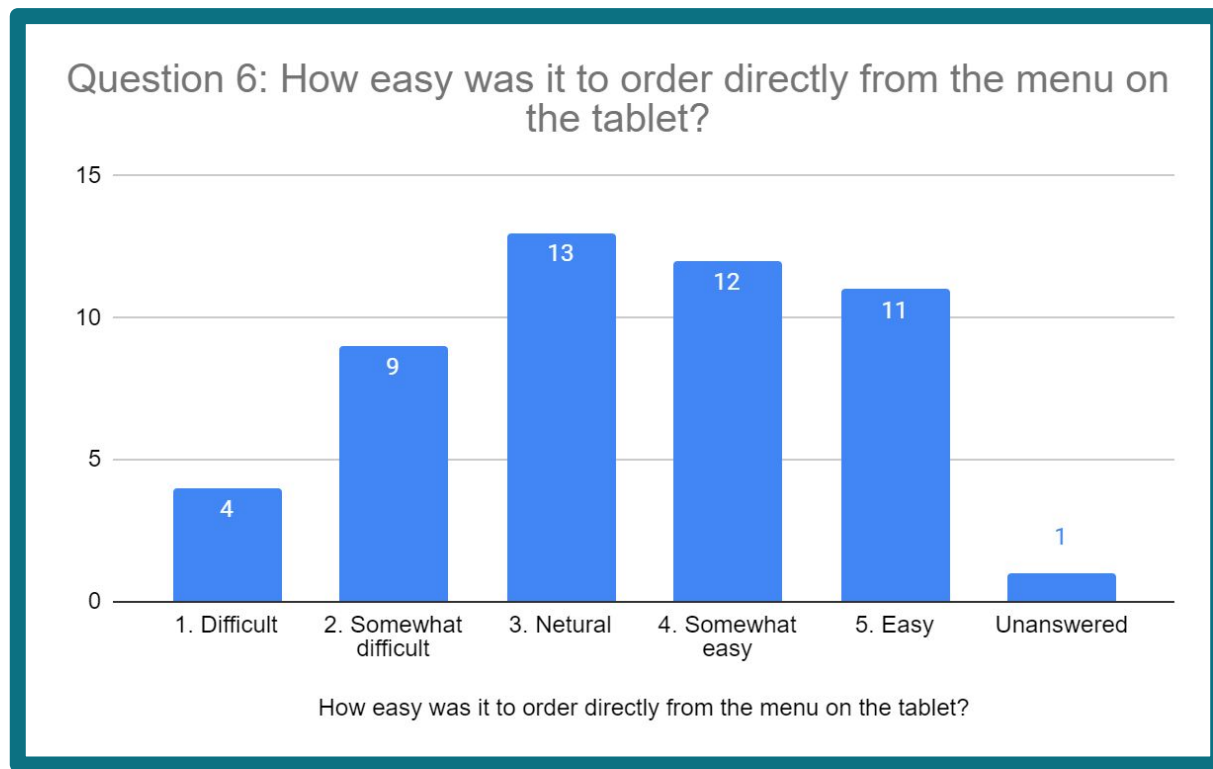
Recently, we conducted a survey for 50 customers that took part in our tablet test launch. The results from that survey gave us key findings to benchmark our expectations before we fully implement these tablets in a live restaurant setting.

Our questions included:

- Food/drink details
- General experiences with the tablet (Functionality, issues, concerns)
- Effectiveness of our staff providing instructions on the tablets
- Efficiency and accuracy of our restaurant
- The checkout process
- And, miscellaneous inquiries related to overall restaurant operations

The results of our findings gave us valuable insight into what to expect when we fully roll out these tablets into our restaurants.

Findings



Full results can be found at: [Survey Results](#)

Next Steps

In addition to the data point presented in the last slide, 24% of our customers reported that our waitstaff were not effective at providing instructions on using the tablets (Question 4).

An area to improve these two metrics would be to conduct further training to ensure that our staff members are able to accurately and effectively provide instructions on how to use the tablets.

This would ensure customers have an easier time using the tablets, improve their experiences, and improve our employees' service.

Next Steps

An additional step to improve our customers' experiences using the tablets is to reconfigure the ordering process and menu display on the tablets to provide a more user-friendly experience.

We can look into what our options are on how to reconfigure the tablet's interface by asking Seydou.

Sauce & Spoon Tablet Rollout

Impact Report



Executive Summary

Project Vision: Provide a new ordering system with our customers by integrating tablets to assist and entertain our customers while they order

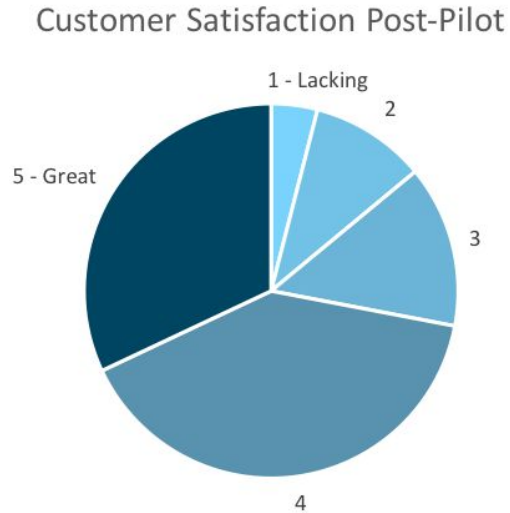
Key Accomplishments: We successfully reduced table turn time by 30 minutes and reduced checkout time to remain at one minute or less.

Lessons Learned: Kitchen processes need to be continually refined to minimize sent back orders; continual training may be necessary to ensure fully optimized operational procedures

Next Steps: Maintain and update technology to avoid issues; provide additional training to reach unmet metrics; continue to fully roll out tablets into other restaurant areas and locations

Customer Satisfaction: Pilot

Q. On a scale of 1-5, please rate your experience with the tablet overall.



This pie chart illustrates the results from the post-pilot survey.
72% of respondents indicated a customer satisfaction score of 4 or 5.

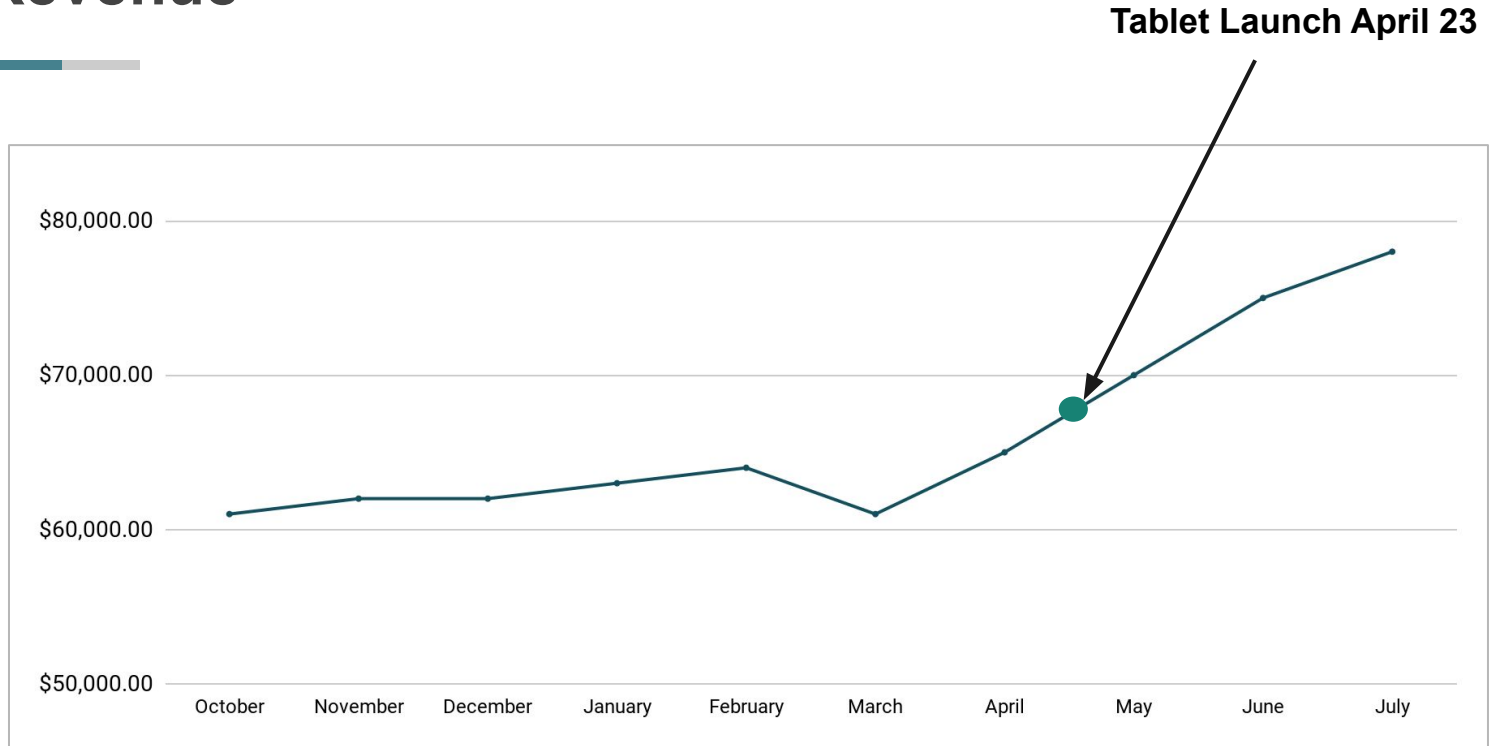
Customer Satisfaction: Launch

Q. On a scale of 1-5, please rate your experience with the tablet overall.



This pie chart illustrates the results from the post-launch survey. 86% of respondents indicated a customer satisfaction score of 4 or 5. This is a 19% increase.

Revenue



This is a chart of Sauce & Spoon revenue, showing that after tablet implementation, revenue increased. July revenue was up to 20% over April's monthly revenue.

What Worked: Key Accomplishments

Decreased table turn time

- Implementation of the tablets increased the average daily guest count by 10%.
- Tablets also decreased wait time by 30 minutes.

Decreased food waste

- Tablets identified who was receiving an incorrect order.
- Kitchen staff has taken the initiative to correct orders and decrease food waste by 50%.

Increased customer satisfaction

- After the pilot, customer satisfaction was at 72%.
- Once we implemented improvements based on feedback, customer satisfaction increased to 86%.

Increased sales

- Our monthly revenue has increased steadily since the tablet rollout, upwards of 20% since September/pre-rollout.
- Tablets also helped boost revenue during the holiday season.

Next Steps: Looking Forward

Initiative	Action	Date
Implement tablets in more locations	Create new project plan for new location installation	Q2
Continue to track customer experience and satisfaction	Continue surveying/ gathering data through various means	Ongoing
Expand tablet features	Investigate new features like social media integration, reservations, videos, etc.	Q4

Appendix

- Access all resources [here](#).

Retrospective Review				
Feedback From:	Type:	Description:	Evidence:	Actions:
Customers	Went well	Overall tablet experience	62% of customers rated higher than neutral	<ul style="list-style-type: none"> Figure out why the other 38% had neutral or less than neutral experiences
Customers	Went well	Accuracy of order	72% of customers reported accurate orders	<ul style="list-style-type: none"> Make sure correct orders are brought out Make sure chefs prepare orders correctly
Customers	Went well	Checkout process	82% of customers reported checkout process was "quick, easy, and secure"	<ul style="list-style-type: none"> See if we could enable phone pay features Make sure tablets are working properly
Customers	Needs improvement	Amount of time to seat customers	54% of customers reported it took longer than 15 minutes to be seated	<ul style="list-style-type: none"> More efficient processes Determine why this is happening
Customers	Needs improvement	Birthday club signups	84% of people didn't signup for the birthday club	<ul style="list-style-type: none"> Incentivize signups
Customers	Needs improvement	Ordering directly from the tablet	26% reported difficult to somewhat difficult and 26% reported neutral	<ul style="list-style-type: none"> Determine if we can reconfigure settings, interface, or menu on tablet to make it easier
Project team	Went well	Installation of tablets	GMs (Alex and Gilly) reported tablets are installed and working at both locations	<ul style="list-style-type: none"> Make sure all components involved with installation are properly in place and secured
Project team	Went well	Ticket flow	Zane reported that ticket flow was smooth and orders came at a good pace and were easy to keep track of	<ul style="list-style-type: none"> Double-check kitchen processes involved with tickets and orders to ensure optimal performance continues
Project team	Went well	Identifying and resolving technical issues	Seydou reported that he was able to identify and resolve technical issues quickly and efficiently	<ul style="list-style-type: none"> Continue with regular maintenance and updates Monitor IT systems for any other risks/issues
Project team	Needs improvement	Turn table time	GMs (Alex and Gilly) reported turn table time stayed about the same as before	<ul style="list-style-type: none"> Work on sent-back orders
Project team	Needs improvement	Sent-back orders	Zane and Larissa reported that there were still some orders that got sent back	<ul style="list-style-type: none"> Determine causes and possible solutions, continue to implement updates to the kitchen, and reassess in a few weeks/months
Project team	Needs improvement	Tablet Implementation	Peta and Seydou reported a few internal operational issues that they hadn't planned for that impacted the team's ability to carry out tasks smoothly	<ul style="list-style-type: none"> Do a better job of understanding each location's history before planning gets underway for the next rollout Make proper planning based on everyone's availability Scale up the back of house before the front of house so everyone is fully prepared Make sure there is understanding between front of house staff and back of house staff



Closeout Report: Tablet Rollout

Project Summary

- Sauce & Spoon decided to implement a new feature at our restaurants that allowed customers to order and utilize tablets with the goal of making their experience more efficient and enjoyable. To accomplish this mission, we underwent a variety of planning, designing, and testing phases to implement this new change with the greatest chances of success possible. With the success of this project, we wanted to decrease table turn time, increase product mix, decrease food waste, and increase average ticket price.
- Some of the milestones reached were:
 - Planning the project
 - Researching and acquiring the necessary technology
 - Installing and implementing the technology into our current POS systems
 - Planning, designing, and scheduling training for our employees
 - And, testing our processes and products to measure any inefficiencies or deficiencies related to our newly implemented features and overall restaurant operations

Methodology

- We used a combination of Agile and Waterfall strategies to accomplish this project and its goals.
- **Agile:** For the majority of our planning, testing, and training phases, we used Agile principles that allowed us to remain flexible and effective in our separate restaurant operational environments. We had cross-communication in our meetings between front of house staff, back of house staff, managerial leaders, contracted consultants, and key stakeholders. We also partitioned our training processes and installation/implementation of the new technologies into autonomous teams with little hierarchical structures to complete the project.
- **Waterfall:** We then ensured that we implemented traditional Waterfall processes to complete key documents, contracts, and restaurant legality compliances to remain effective in our operational procedures.

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: \$30,000 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: \$36,000 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

- Reduced table turn time by 30 minutes which shortens wait time for guests to be seated
- Reduced checkout time to remain at one minute or less
- Successfully trained employees on new processes and procedures
- Developed metrics to measure key indicators of progress and results
- Prevented food waste by implementing kitchen and waitstaff processes to reduce incorrectly ordered or prepared food items
- Identified and corrected any technical issues experienced with new system
- Received overall positive feedback from customers that have tried the tablets
- Mostly stayed within budget with a few exceptions

Lessons Learned

- Kitchen processes were not operating at efficiency desired to achieve certain goals
 - Had to re-access kitchen processes to ensure goals and criteria were met
- Vendors changing of policies can affect budget and technological costs
- Tablet interface determines customer easibility of use
 - Simpler designs are more effective
- Training may be broken into additional stages when implementing new processes and procedures to ensure employee comprehension
- Ongoing maintenance and update procedures must be in place to prevent technological issues

Next Steps

- Maintain and update technology to avoid issues
- Additional training for staff to reach certain metrics related to restaurant operations
 - Increase signons for Birthday Club
- Training, updating, and informing new project manager (Molly Edwards) to ensure smooth transitioning process
- Continue monitoring and revising kitchen processes to ensure accurate food orders
- Make sure waitstaff confirms customers are able to use tablets to ensure accurate ordering
- Determine a process to ensure efficient pay methods when customers pay with cash
- Continue to fully roll out tablets into other restaurant areas and locations

Project Documentation Archive

- [Project Proposal](#) (Link to Coursera course materials)
- [Project Charter](#)
- [Project Plan](#)
- [Evaluation Findings Presentation](#)