



Project Charter: **Menu Tablets- Pilot Launch**

DATE: [14/02/22]

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

- 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 cycle

Deliverables

- Installed Tablets
- Staff Training Program
- Data points to track performance 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:

- Rolling out tabletop menu tablets to assist customers with quick, easy ordering options
- Customer Satisfaction
- Employee Satisfaction
- Project Budget
- Training

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:

- Monetary costs for project investment is \$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
- **Misalignment-** Goal to decrease guest wait time by X%
 - Resolution: Goal removed in favor of table turn time goal, since the goal would be a redundant metric.
- **Misalignment-** Decide if policy changes that help with project goals are in-scope of current project
 - Details: Formal 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)