Sauce & Spoon Pilot Launch of Tabletop Menu Tablets

I. Introduction
I recently completed the **Google Project Management Professional Certification,** and I'm thrilled to share my journey on creating this capstone project. In here, I worked as Peta, the newly hired **Project Manager of Sauce & Spoon**, leading the pilot launch of tabletop menu tablets in two restaurant locations. Join me as I embark on this project.

Google Project Management Certificate
II. Project Overview
Sauce & Spoon is a small restaurant chain that wants to meet its annual growth and expansion goals. As one way to meet these goals, they've decided to launch a pilot project to test out the impact of installing new tabletop menu tablets. The new menu tablets will allow the restaurant to serve more guests in less time and will also provide valuable data that will help Sauce & Spoon meet its business goals.

III. Project Initiation
The company just hired me as their first in-house project manager to oversee the tablet rollout. To get started on the project charter, I spend some time reviewing the documents provided by Sauce & Spoon and meet with some of the project's stakeholders to get familiar with the project and the company.

Project Charter: Sauce & Spoon Tabletop Menu Tablets

DATE: [04/11/2024] Leonor Duarte

Project Summary

Sauce & Spoon is a small restaurant chain that wants to meet its annual growth and expansion goals by rolling out tabletop menu tablets to assist customers with quick, easy ordering options at two of our restaurant locations, Sauce & Spoon North and Sauce & Spoon Downtown.

Project Goals

- To increase our product mix by upselling appetizers by a 15% average increase overall, with the North location targeted for a 10% increase and the Downtown location targeted for a 20% increase.
- To reduce average table turn times by 30 minutes from 95 minutes for most sections, and 80 minutes at the bar.
- Each table should be able to serve at least 4 parties at least.
- Cut food waste by 25%
- Develop a concise and efficient training plan for the new tabletop menu tablet system and train 100% of employees.
- Increasing our average daily guest count by 10%

Now that I've completed the Sauce & Spoon project charter, I need to evaluate the project's stakeholders, so I have a better idea of how to interact with each one as the project progresses. Each stakeholder has their own unique interests and involvement with the project, so it's important to determine the best ways to manage them, approach negotiations, and keep them informed of the project's progress.

Sauce & Spoon Organizational Chart
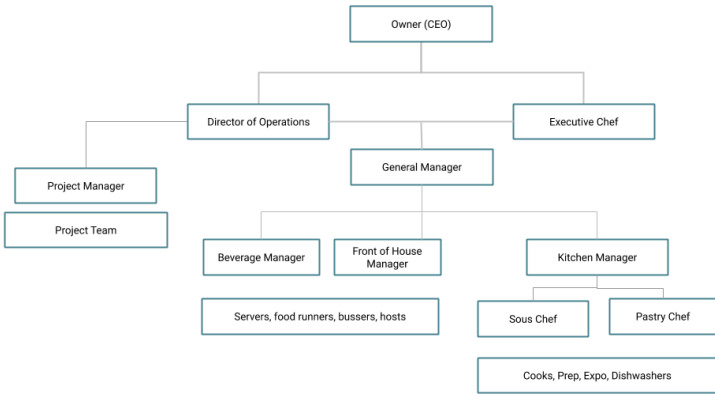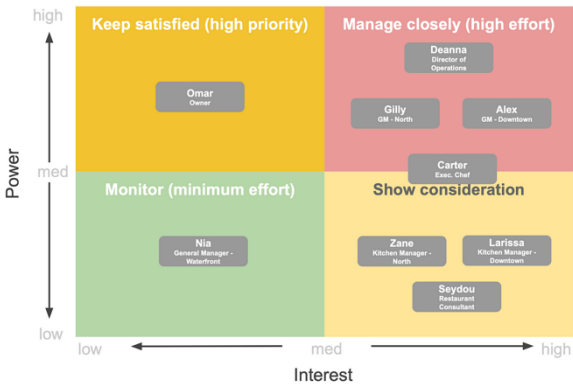
Sauce & Spoon Project Team

Project Role	Name	Title
Project Sponsor	Omar Mubarak	Owner
Project Lead	Peta Tsosie	Project Manager
Team Members	Deanna Coleman	Director of Operations
	Carter Ward	Executive Chef
	Gilly Tyson	General Manager (North location)
	Alex Schmidt	General Manager (Downtown location)
	Nia Williams	General Manager (Waterfront)
	Zane Dutchman	Kitchen Manager (North location)
	Larissa Stein	Kitchen Manager (Downtown location)
	Seydou Diallo	Restaurant Technology Consultant

Stakeholder Analysis

Stakeholder	Role	Power (H/M/L)	Interest (H/M/L)	Notes
Omar Mubarak	Project Sponsor	H	L	• Most senior stakeholder • Responsible for overall project direction, profitability and reputation of the restaurant group
Deanna Coleman	Director of Operation	H	H	• Oversee Restaurant Managers • Responsible for daily communication with all team members • Helps HR with the talent acquisition, interviews, hiring, onboarding and training & development
Carter Ward	Executive Chef	M	H	• Recommends and oversees any/all changes to menu • Supervises all chefs
Gilly Tyson	Gen. Mgr. (North)	H	H	• Responsible for restaurant operations • Oversee/ Supervision of all staff • Ordering of restaurant supplies • Responsible for hiring, onboarding and training and developing
Alex Schmidt	Gen. Mgr. (Downtown)	H	H	• Prior retail management experience • Responsible for hiring, coordinating, onboarding, training staff. • Oversee/ Supervise restaurant operations
Seydou Diallo	Project Consultant	M	H	• 1st Major Project. Highly motivated IT/Teach background • Responsible for: (1) Overseeing daily BOH operations and administrative tasks and (2) controlling costs and managing labor
Zane Dutchman	Kitchen Mgr. (North)	M	H	• Prior restaurant experience • Responsible for hiring and training staff, ordering all supplies and talking to customers to ensure that they are happy with their service
Larissa Stein	Kitchen Mgr. (Downtown)	M	H	• Prior Sous Chef Experience Trained by chef Larissa • Responsible for overseeing daily BOH operations
Nia Williams	Gen. Mgr. (Waterfront)	L	L	• Responsible for overseeing daily BOH operations. Star Chef experiences

I acted as Peta, the Project Manager of Sauce & Spoon Tabletop Menu Tablets Project.

Stakeholder Analysis

Omar, the owner of Sauce & Spoon, has requested to expand the tablet rollout to include all dining sections, not just the bar. Deanna expects to do what she can to accommodate an expansion, but I feel it is outside the scope of the project. However, because Omar is the owner and a senior stakeholder, I decided to get input from other team members. I am hoping to identify at least two team members who will support my position on keeping the rollout confined to the bar area. I meet with Gilly, Alex, Larissa, Zane, Seydou, and Carter to discuss the pros and cons of expanding the tablet rollout.

Coalition Email

Email Coalition_ Leonor Duarte
Email 1

From: Peta
To: Carter (Executive Chef)
Subj: Follow up on the expansion of the tablet rollout

Hi Carter, I hope this email finds you well. I am extending my sincerest appreciation for your presence and invaluable contributions during yesterday's meeting. Your insights on the issues that could occur concerning the expansion of the tabletop tablet roll-out requested by Deanna and Omar were very much appreciated and I too share the same concerns as you.

Considering the above concerns, I would like your help in persuading Omar and Deanna to stick to the original plan of expanding in the bar area only. I strongly believe that your deep understanding of the subject matter and your ability to articulate key points with clarity and precision will greatly help me in convincing them to stick to the original plan.

Once again, please do not hesitate to reach out if there is anything I can assist you with or if you have any further thoughts or suggestions regarding the expansion plans. Your input is highly valued and appreciated.

Thank you once again, Carter.

Best regards,

Peta (Leonor Duarte)
Project Manager

IV. Project Planning

As the new in-house project manager for Sauce & Spoon restaurants, I've finished the project charter for the tabletop menu tablets project. My next step is to identify tasks to include in a project plan that will help my team reach the project's goals.

To identify project tasks, I spend some time reviewing project documentation for the current tablet project. I also examined the project plan from a completed Sauce & Spoon project for information that could help the team complete the tablet rollout.

I wanted to identify more project tasks for the tablet rollout — but first, I needed to expand my domain knowledge of the restaurant industry. I decided to conduct online research on similar projects, which should help me identify additional tasks. This research also allowed me to draw inspiration from other projects, and to learn from their successes and mistakes.

Task Brainstorm

Now that I've identified all the tasks associated with the tablet project, the next step is to organize those tasks and determine milestones. A milestone is an important point within the project schedule that indicates progress. It usually signifies the completion of a deliverable or phase of the project.

Once I ordered project tasks and identified milestones, I called Seydou to determine how long certain project tasks should take. The next step is to check in with Deanna and follow up with Seydou to clarify some of her estimates. I also reviewed some project documentation, like emails and the historical project plan, to gather more task time estimates.

Task Brainstorming & Project Plan
V. Project Execution

As the team thinks ahead to the tablet test launch at Sauce & Spoon, I needed to identify quality standards. During their weekly check-in meeting, me and Deanna reviewed some of these standards.

Quality Standards

Quality and Evaluation

Quality Standards Category	Quality Standards Criteria/Description	Evaluation Questions	Evaluation Indicators
Tablet Functionality	A good average ticket time between placing an order and delivering it to the table is eight minutes for appetizers and 12-15 minutes for entrees. This would help with our goal of bringing down the average table turn time by 30 minutes.	Are the tablets helping to improve the flow of ticket orders? To what extent do tablets improve the staff's work performance?	For appetizers average ticket time should be 8mins or less and for entrees 12-15 mins
Tablet Functionality	Checkout time of one minute or less	Are the tablets being used by the customers to check out? How quickly are customers learning to navigate the tablets?	Checkout time for any order should be of one minute or less
Ease-of-use	Less than 5% of customers who use the tablets report technical issues each week	safe to use in day-to-day hassel-free Do all the tablets work as expected? that may increase our goal of less than navigate the tablets? accounts on the first try?	Guests redeem coupons 25% more often 5% or less customer should report any technical issue each week Tablet error logs report a maximum of one
Customer Satisfaction	Aim for 98% order accuracy by cutting down on incorrect orders	confirm what they order before sending orders?	98% of orders should be received accurately by using the tablets likely to recommend the restaurant to a
Customer Satisfaction	Average wait time of ten minutes or less before customers are seated	Does the expected wait times gone down as table turn time decreased?	ten minutes or less Guests with shorter wait times report Guests redeem coupons 25% more often
Customer Experience	80% email capture and restaurant newsletter opt-in	provided, so that they might want to opt-in experiences on social media?	Atleast 80% of customers chooses to opt-in to the restaurants newsletter

Now that the tablet test launch is complete, I wanted to ensure that it leads to a successful rollout at both pilot locations. I did this by creating evaluation questions and indicators to measure the results of the test launch and assess the project's progress at this stage.

Survey Questions

Survey Questions

Quality Standards Criteria/Description	Evaluation Questions	Evaluation Indicators	Survey Question	Question Type	Option #1	Option #2	Option #3	Option #4	Option #5
Tablet Functionality	Are the tablets helping to improve the flow of ticket orders? To what extent do tablets improve the staff's work performance?	For appetizers average ticket time should be 8mins or less and for entrees 12-15 mins	On average, how long did it take to receive your food order?	Multiple choice	0-20 min.	21-30 min.	31-40 min.	41-50 min.	50+ min.
Tablet Functionality	Are the tablets being used by the customers to check out? Are customers having a better dining experience with the tablets? How quickly are customers learning to navigate the tablets? to-day hassel-free ordering?	Checkout time of one minute or less	How would you respond to the following sentence: "I found the checkout process quick, easy, and secure." On a scale of 1-5, please rate your experience with the tablet overall. On a scale of 1-5, how easy was it to use the tablet navigation? How confident are you in submitting your payment through	True/False Scaled Multiple choice	VERDADEIRO 1 1 Not at all	FALSO 2 2 Somewhat	3 3 Neutral	4 4 Confident	5 5 Very confident
Ease-of-use	Do all the tablets work as expected? our goal of less than 5% report of technical issue? tablets? first try? before sending the ticket to the kitchen?	5% or less customer should report any technical issue each week Tablet error logs report a maximum of	Did you have any technical issues with your tablet? How well did your waiter instruct you how to use the tablet? Are there any errors occuring during login at first try? apply. were dining?	Yes/No Multiple choice Yes/No Yes/No Multiple choice	Yes Not well Yes Drinks Yes	No OK No Appetizers No	Very well Dinner	Dessert	
Customer Satisfaction	Are customers receiving the correct orders?	98% of orders should be received accurately by using the tablets	tablet? Did the kitchen prepare your order correctly?	Multiple choice Yes/No	Difficult Yes	Slightly difficult No	Neutral	Fairly easy	Very easy
Customer Satisfaction	Does the expected wait times gone down as table turn time that they might want to opt-in for newsletter and future	before customers are seated	On average, how long did you wait for your table? tablet overall. Did you sign up for the newsletter on the tablet?	Multiple choice Scaled Yes/No	0-5 min. 1 Yes	6-10 min. 2 No	11-15 min. 3	15+ min. 4	5
Customer Experience	Which customers are posting about their experiences on social media?	Atleast 80% of customers chooses to opt-in to the restaurants newsletter	Did you sign up for the Birthday Club? How would you rate this experience vs. a traditional new tablet ordering system	Yes/No Multiple choice Open-ended	Yes I liked the tablet	No I would like a mix or	I disliked the tablets, and	I don't have a	

Survey Results

Sauce and Spoon Test Launch Customer Survey Results

We conducted a survey for the 50 customers that participated in our test launch. For the test launch, we asked the customers to engage with the newly implemented tablets, as if they were participating in a typical restaurant experience. The customers were sent a digital survey after their experience ended.

In the results below, you will see the total number of people who selected each possible response and, where applicable, what percentage of the total respondents they represent.

Survey results:

1. During your visit, what did you order? Choose all that apply.

Drinks	28	56%
Appetizers	41	82%
Dinner	50	100%
Dessert	35	70%

2. Did you use the tablet to put in multiple orders while you were dining?

Yes	18	36%
No	32	64%

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

1 - Lacking	2	4%
2 - Mediocre	5	10%
3 - Neutral	7	14%
4 - Good	20	40%
5 - Great	16	32%

4. How well did your waiter instruct you how to use the tablet?

1 - Not well	5	10%
2 - OK	7	14%

The test launch is complete, and the team has compiled the survey results. My next task is to identify key data points from the survey responses and prepare a presentation. My presentation should tell the story of the test launch, including what worked, what didn't, and recommendations for next steps. I will present my findings to Omar, the CEO, Deanna, the Director of Operations, and several potential investors for the next tablet rollout project at the remaining Sauce & Spoon locations.

Test Launch Findings

Findings Summary
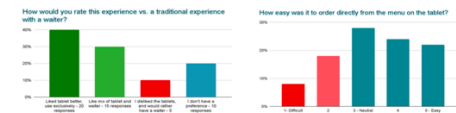
Sauce & Spoon has successfully conducted a pilot rollout of tabletop menu tablets in the bar sections of two locations: Sauce & Spoon North and Sauce & Spoon Downtown. The feedback from guests has been overwhelmingly positive, particularly regarding the tablet navigation, ease of ordering, order accuracy, and checkout process.

Additionally, the implementation of these menu tablets has significantly enhanced customer engagement, leading to increased sign-ups for our newsletter and Birthday Club. While some issues were encountered during the test launch, the overall customer experience remained positive. This pilot demonstrates a promising step forward in enhancing guest experience and operational efficiency, and further analysis will help us address the challenges faced and optimize future rollouts.

VI. Project Closing

The project team has completed two important milestones: installing the tablets and training the staff. Part of the training milestone included a test launch to make sure the tablets worked properly and to let the staff practice their training. Now that the test launch is over, I reviewed the customer survey data and held a retrospective review with the project team. We discussed what has gone well so far and identify areas for improvement going forward.

Retrospective Review

Feedback From:	Type:	Description:	Evidence:	Actions:
Customers	Went well	sign up for the newsletter on the tablet	78% of the customers signed up for the	
Customers	Went well	Checkout process quick,easy, and secure.	82% of the customers found the checkout	Though we are happy with the results, we
Customers	Went well	Kitchen preparing the order correctly	72% of our orders are prepared correctly	Orders prepared correctly has increased
Customers	Needs improvement	Ease of use for the tablets	48% of customers found the tablets easy	We can make improvements on the user
Customers	Went well	overall experience with the tablet	72% of our customer has rated 4 or more.	The launch was successful but there is
Project team	Went well	All the tablets are up and running at both	The guests quickly got the hang of the	
Project team	Needs improvement	Table turn time	Table turn time didnt see much of a	Need to work with both general
Project team	Went well	Order tickets	Tickets came through at a good pace and	After implementing the updates to kitchen
Project team	Needs improvement	Technical glitches	Discovered a few technical issues during	There will always be routine maintenance
Project team	Went well	Keep us on track with vendors	weekly calls with vendors helped us stay	In future keep this cadence for the next
Project team	Went well	Customer Survey results	The survey was able to capture	The results indicate that we met most of
Project team	Needs improvement	birthday club participation	Only 16% players signed up for birthday	We are proactively working to grow the
Project team	Needs improvement	the training process and the project in	we discovered a few internal operational	For the next rollout, we want to do a better
Project team	Went well	tablet implementation took just a little bit	There was some vacation time that was	Make sure we plan things properly based
Project team	Needs improvement	help the back of house staff scale up their	Lack of understanding between what the	If we take time to share those
Project team	Went well	waitstaff training process	We want everyone to be prepared to	Maybe we should develop a more

Now that the tablet rollout has officially launched and the project has end, I began working on the impact report. My audience includes Omar, Deanna, and several potential Sauce & Spoon investors who may want to sponsor the next round of tablet rollouts at other locations. I used the post-launch results about customer satisfaction and revenue growth to write an executive summary detailing key accomplishment, lessons learned, and next steps.

Impact Report

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.

VII. Project Artifacts

These are the recorded project details and project documents while working as Sauce & Spoon's project manager during planning and executing project deliverables for the pilot tablet rollout. I've developed a portfolio of project management documents that will demonstrate my ability to manage stakeholders and teams, organize plans, and communicate project details.

VIII. Personal Closing Report

Leonor Duarte
5 Nov 2024

Closeout Report:
Tablet Rollout

Project Summary

- The Sauce & Spoon Tablet Launch Project aimed to introduce tablets for customer use in their restaurants to enhance the overall dining experience and improve operational efficiency. The tablets allowed customers to place orders, request assistance, and make payments seamlessly, thereby reducing wait times and enhancing guest satisfaction.

After completing the **Google Project Management Certificate**, I wanted to take a moment to reflect on everything I've learned, my accomplishments, and how I've grown through this journey. This certification wasn't just about gaining technical skills—it was a personal and professional transformation that has reshaped the way I approach challenges and opportunities.

Key Accomplishments

Throughout the program, I built a strong foundation in project management, but more importantly, I learned how to connect processes, people, and goals in a meaningful way:

- **Creating Project Charters**: I honed my ability to clearly define project objectives and align them with stakeholders' expectations, ensuring everyone is on the same page from day one.
- **Planning with Precision**: I developed detailed project plans, identifying critical tasks, milestones, and dependencies—bringing structure and clarity to any initiative I work on.
- **Mastering PM Tools**: Tools like **Asana** and **Jira** have become second nature to me, and I can confidently create Gantt charts and **Work Breakdown Structures (WBS)** to manage workflows effectively.
- **Adapting to Any Methodology**: Whether it's **Agile**, **SCRUM**, or **Waterfall**, I'm prepared to tackle projects using the right approach for the situation.

Lessons That Stuck with Me

This experience was about more than just frameworks or tools; it was about the mindset:
- **Empathy and Communication**: I realized that being an effective project manager means understanding the human side of projects—building trust, fostering collaboration, and addressing concerns before they become challenges.
- **The Power of Reflection**: Regular retrospectives taught me how valuable it is to pause and reflect on both successes and setbacks to continuously improve.
- **Driving Quality Forward**: Establishing clear quality benchmarks throughout a project has become a key focus, ensuring outcomes meet expectations every time.