



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.

Methodology

- The project management approach for the Sauce & Spoon Tablet Launch Project involved a mix of traditional and agile methodologies, tailored to suit the specific project phases. During the initiation and planning phases, a traditional project management approach was applied to define the project scope, objectives, and deliverables. The project team, led by Peta Tsosie as the Project Manager, collaborated with stakeholders to identify requirements and establish success criteria. Once the project moved into the execution phases, an agile approach was adopted to allow for flexibility and iterative improvements. During the monitoring and control phases, traditional project management techniques were used to track progress, manage risks, and ensure adherence to project timelines. Throughout the project lifecycle, a continuous improvement mindset was maintained. The project team, including Gilly, Alex, and Carter, collaborated to identify and address issues promptly. Agile practices, such as daily stand-up meetings and regular retrospectives, facilitated communication and the implementation of improvements.

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: \$3,600 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:

- The project successfully achieved all its initial goals, including the successful deployment of tablets at all restaurant locations.
- Problems identified during the pilot launch were effectively solved through tablet layout and navigation adjustments, resulting in positive customer feedback.
- The project's final deliverable exceeded requirements, with the average tablet checkout time staying one minute or less and technical issues reduced to less than 5% of customers reporting problems.
- Table turn time was reduced by 30 minutes, and the daily guest count increased by 20% at the Downtown location, surpassing the original 10% target.

- The project successfully achieved the goal of reducing food waste by 25%.

Lessons Learned

- **What Went Well:** The agile approach during the execution phase allowed for quick adjustments based on customer feedback, resulting in a successful tablet launch. The collaboration between the project team and stakeholders fostered a positive environment for problem-solving.
- **What Didn't Go Well:** During the pilot launch, some issues arose due to the complexity of the initial tablet layout and navigation. This experience highlighted the importance of thorough testing and customer feedback before full implementation.
- **Unforeseen Benefits:** The tablet launch not only improved efficiency but also created a positive customer perception of the brand as an innovative and customer-centric establishment.
- **Processes That Didn't Work Well:** The initial navigation layout of the tablets caused confusion among guests, emphasizing the need for a user-friendly interface from the start.
- **Key Problems and Effects:** Technical issues reported during the pilot launch affected customer satisfaction and required additional time and resources to resolve.

Next Steps

- **Ongoing Maintenance:** Continuous monitoring and customer feedback will be crucial to ensure the tablets continue to operate smoothly and meet customers' needs.
- **Post-Project Close:** The team will conduct a final review to address any outstanding action items and ensure the smooth transition of the project to its post-implementation phase.
- **Addressing Risks:** Potential risks, such as new technological advancements and evolving customer preferences, will be closely monitored to proactively address any challenges in the future.
- **Project Ownership:** Peta will continue to own the project going forward and will provide recommendations for future project managers to leverage the agile approach for continuous improvement.