|  | **Closeout Report:**  **Tablet Rollout`** |
| --- | --- |

# Project Summary

* The project aims at making the customer experience better by digitalizing menu and ordering system through tabletop tablets, increasing serving efficiency and getting valuable customer data. The rollout is planned for selected 2 out of the 5 existing restaurants under sauce and spoon. We want customers to have a digital experience that also increases the efficiency of our staff and our current ordering process. We want to make customers experience more wholesome by reducing wait times and checkout times.

# Methodology

* Traditional waterfall approach was followed all along the project, from the Initiation, Planning, Execution, and Closure. Smart Methodology was used to determine project goals, deliverables were found, stakeholder analysis using power interest grid was conducted. Tasks and milestones was identified in different meetings with the project team. Quality standards were identified. Evaluation process was executed, survey process was executed. Based on evaluation indicators, survey data was successfully collected which gave key insights in improving and meeting the goals of the project Tasks effort estimation and total duration was calculated using 3 point estimate. Retrospective meeting was conducted to learn what all went according to plan and areas of improvement were also discussed.

# 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: $3,500  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:

* We were successful in meeting the desired customer and stakeholder satisfaction.
* The customers were overall happy with the new tablet system and the speeding up of the processes due to it.
* The goal of average table turn time was met with proper staff training, which in turn resulted in lesser customer wait time.
* With the collaboration of everyone, we were able to reduce the food waste by 25%.
* At Downtown location daily guest count increased by 20%, whereas our target was only 10%, North location also dealt positively to the change from the normal ways of things being conducted.
* Successfully weeded out the tablet glitches with the new pre service testing checklist resulting in <5% technical issues being reported per week.
* Streamlined our payment process for both cash and card payments.

# Lessons Learned

* We had trouble decreasing the table turn time, despite having a smooth ticket follow. Working with the GMs to train waitstaff to be more aware of guest pacing and ability to handle large number of orders through training we were able to overcome this issue.
* We were having trouble in increasing the order accuracy, getting everyone the same page to look for errors, including the kitchen staff which was first dealt with some resistance, but we reduced the incorrect order served number.
* Customer survey helped us observe a lot of these insights and helped us move in the direction of project success.
* We had dissatisfaction in the navigation layout, we switched to a smoother layout and made the navigation process smoother.
* We need more careful planning, considering the off time of employees as this led to a little delay in the table implementation process.
* We learned that 10% of the customers paid with cash and the process for the same was not efficient, which would have negatively impacted our ratings.
* Though the overall satisfaction was good for majority of customers, still adapting to change takes time as 10% still opted for the traditional ordering system.

# Next Steps

* Going forward we need to implement the tablet systems in all of the restaurant location as we have been successful in implementing a pilot for 2 of the locations and received very positive feedback and met all the desired project goals.
* Moving forward we need to be mindful in planning the tasks, not letting operational issues reduce the efficiency of the staff.
* We need proper training to prepare for the increased number of orders as the tablet systems are efficient in the streamlining the ordering process very efficiently.

# Project Documentation Archive

* [Project Charter](https://docs.google.com/document/d/1Frmj0SNEaUfp5y_UnzuoxC6mhuIo8LI8Zm3SzxG5hew/edit?tab=t.0)
* [Stakeholder Analysis](https://docs.google.com/presentation/d/1VkERyoVsm2Xo4ilyBH9AbPlwZ09DHUg_/edit?slide=id.p1#slide=id.p1)
* [Coalition Email](https://docs.google.com/document/d/1uiQ7xVA1dnHwEcwI4u7gQDazXpNSwziD/edit)
* [Project Plan](https://docs.google.com/spreadsheets/d/1Lz3V7vK6JOJ9M8P0UOaOxO37hJ_oY_MG/edit?gid=746075089#gid=746075089)
* [Evaluation Findings](https://docs.google.com/presentation/d/1Xc23Clfy2E2JFyAvMG5uRpSxm_C2-14_/edit?slide=id.p1#slide=id.p1)
* [Retrospective Meeting](https://docs.google.com/spreadsheets/d/1YtusfjjRoZvduGAuRaYbslqzDH9dabaa/edit?gid=748221693#gid=748221693)
* [Impact Report](https://docs.google.com/presentation/d/1imgZCDc80sg59wYdrrBAoN9VqtfvfzW4/edit?slide=id.p1#slide=id.p1)