Sauce & Spoon (logo)

Project Charter: Tablet Pilot Rollout at North and Downtown

DATE: 04/02/24

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| **Project Summary** |
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| Sauce and Spoon wants to roll out a pilot of tabletop menu in the bar section at two of their restaurant locations, Sauce & Spoon North and Sauce & Spoon Downtown, to assist customers with quick, easy ordering options. Internal data shows that the time it takes for customers to receive their orders has increased (+ 20%) and this the time it takes in negative customer satisfaction reviews due to “delay in service.” Successful completion of this project will hopefully speed up overall processes, decrease ticket errors, improve customer satisfaction, and allow us to better data for best practices. |
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| **Project Goals** |
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| * Increase product mix by TBD% by integrating menu add-ons and coupons on tablets by the end of june. * Increasing the average daily guest count by 10% by the end of the second quarter (Q2), by decreasing the average table turn time to 30 minutes. * Decrease average table turn time by approximately 30 minutes by the end of the second quarter (Q2), results in decreased customer wait time. * Decreased food waste by 25% and decrease meal comps by TBD% with the use of tablets to communicate specific guest requests to the kitchen more directly by the end to june. * Increase the customer satisfaction by TBD% by the end of june. * Decrease employee burnout and turnover rates of front-of-house staff by TBD% by decreasing error in ticketing by the end of june. * Train all of the serving and kitchen staff on utilizing the new tablets one week before the beginning of quarter two. * Increase average check total to 75Rs by selling more appetizers and beverages by the end of Q2, results in increasing profits. * Increase the average appetizer and drink sales by 20% for the Downtown location by the end of june. * Increase the average appetizer and drink sales by 10 % for the North location by the end of june. |
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| **Deliverables** |
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| * Clean data points to track metrics * Tablets installed in the bar of two restaurant locations, Sauce & Spoon North and Sauce & Spoon Downtown. * Decrease average table turn time by 30 minutes. * Create and implement a training staff plan. * Purchase a tablet package that best meets customer order load with minimal connectivity errors and lagging with current internet speeds. * Increase average daily guest count by 10%. * Ensure that new software seamlessly integrates with existing POS and host software. * Train all staff on using new tablets and provide detailed learning materials for future onboarding. * Decrease comped 30% and reduce food waste by 25% by using tablet software that allows specific guest requests to be communicated to the kitchen more directly. * Increase the overall appetizer and drink sales for North and Downtown locations by 10%. |
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| **Scope and Exclusion** |
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| **In-Scope**   * Raising check total and order mix. * Installing tablets at the two locations. * Plan for training staff on tablet use. * Food waste reduction and comp rate.   **Out-of-Scope:**   * Hiring more waitstaff. * Company policy change. * Restaurant Layout. * Creating new menu items.   Pilot these in April, I think measuring them through the end of june makes sense.  What do you think? |
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| **Benefits and Cost** |
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| **Benefits:**   * Increase revenue. * Increase ticket accuracy and decrease waste. * Increase customer satisfaction. * Decrease employee turnover and burnout. * Increase employee satisfaction.   **Costs:** |
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| | **Terrific Tablets** | | --- |  | **Project Investments (Costs)** | **Estimated Cost** | | --- | --- | | 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 | |
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| **Appendix** |
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| **Key Project Stakeholders**   * Sabthagiri Kathiravan (Project Manager) * Cater (Executive Chef) * Deanna (Director of Operations) * Gilly (General Manager, North) * Alex (General Manager, Downtown) * Seydou (Restaurant Consultant)   **Misalignments**   * There was misalignment on whether reallocating some of the payroll from the FOH budget to hire more cooks could be incorporated into the charter. This was a concern as we might also need to hire more FOH staff like servers or hosts, and we currently do not know how much money may be saved by implementing the tablets resources to hire more kitchen staff. This need was noted and staff capacity will need to be monitored going forward. * The inclusion of the goal to decrease guest wait time was also an area of misalignment. Sabthagiri Kathiravan was unsure the decrease table turn time should naturally reduce guest wait time, as well as increase daily guest counts. Deanna feels that there should still be two separate goals as the locations would eventually have more customers which will affect wait times. * Another area of misalignment was between Gilly and Alex regarding the goal percentage for increasing appetizer sales. As manager of the Downtown location in the business district, Alex Shared that they get groups joining for happy hour. About 20% of tables order appetizers before their entrees. Alex proposed an increase of around 20%. Gilly shared that ⅔ of the parties that come to the North location after 4 pm order appetizers, with many of them ordering multiple apps. She does not think that the tablets will have a measurable impact on appetizer sales. To solve this, Sabthagiri Kathiravan proposed a 15% average increase overall, with the North location targeted for a 10% increase and Downtown location targeted for a 20% Increase. * There was a misalignment to include a policy change on order returns to due error as part of the tablet rollout. After discussion, it was decided to male it out of scope and tabled to be addressed separated from this project. * **Measuring** employee satisfaction was agreed to be important, but there was misalignment on hen it should be addressed. It was decided that it will be measured independently of the tablet launch.   **Notes:**   * Reduce guest wait time by TBD% (Check with Deanna to see if we’ll get rid of this and focus on table turn) |
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