

Business Requirements Document (BRD)

Project Name: Mikie's Pizza – POS Modernization & Lunch Strategy

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. Background

Mikie's Pizza & Sub is a local restaurant based in downtown, primarily serving residential customers. The restaurant previously operated using multiple separate systems and printers for platforms like Uber Eats, DoorDash, and Grubhub. This resulted in operational inefficiencies, employee workload issues, and high payment processing costs. Additionally, the store experienced a lack of lunchtime sales due to limited product offerings and no strategic targeting of the working-class segment in the area.

. Business Need

To modernize operations, improve cost efficiency, and increase lunch-time revenue, the business needed to consolidate order processing into a single POS system, reduce credit card fees, eliminate unnecessary employee tasks (like answering phones), and implement a targeted lunch menu for office workers in the downtown area.

. Problem Statement

Mikie's Pizza & Sub experienced a significant sales decline after a strong growth period. When the business was first acquired during the COVID era, sales increased by nearly 50% over time through internal improvements and community growth. However, since mid-2023, monthly revenue has declined by over 30%, leading to urgent challenges around profitability and operational efficiency.

This drop in sales, combined with rising operating costs, put pressure on the business. High commission fees from delivery platforms like Uber Eats and DoorDash, plus credit card fees of approximately 3%, have reduced profit margins. Fixed staffing needs—including a cook, substation worker, cashier, and delivery driver—added to the strain, especially during slow hours.

The previous POS setup also created inefficiencies, including manual driver reports, fragmented ordering systems across multiple tablets, and a lack of automated reporting or kitchen printer coordination.

. Opportunity Statement

Despite a sales decline of over 30% since mid-2023, Mikie's Pizza & Sub has a strong foundation, a loyal evening customer base, and a strategic downtown location with untapped lunch-hour potential. By analyzing order patterns, it became clear that the store was underperforming during midday hours, particularly between 11:00 AM and 3:30 PM.

This presents an opportunity to regain lost revenue by introducing a new lunch combo strategy targeted at the working-class population in nearby offices, retail, and service jobs. Many of these individuals do not pack lunches and seek quick, affordable meal options within walking distance.

By bundling existing menu items into value-priced combos (e.g., sandwich or personal pizza + fries + drink), Mikie's can appeal to these customers without increasing inventory costs. When combined with improved operational efficiency through Slice POS, the business is positioned to convert its slowest hours into a new, consistent revenue stream, while also lowering costs and improving staff workflow.

. Solution Overview

To address the sales decline and operational inefficiencies, Mikie's Pizza & Sub implemented a dual strategy focused on POS modernization and targeted lunch-hour revenue recovery.

The business adopted the Slice POS system, which consolidates all third-party platforms (Uber Eats, DoorDash, Grubhub) and in-store call-in orders into a single tablet interface. This integration eliminated the need for multiple devices and reduced manual tasks such as sales reporting, driver logs, and order reconciliation. The system also lowered credit card processing fees from approximately 3% to 2.4%, improving overall profit margins.

To tackle underperformance during lunch hours, a new lunch combo menu was introduced, featuring existing items bundled with fries and a drink at competitive price points. This initiative targets the large working-class population in the downtown area—a customer segment previously overlooked. Flyers and in-store promotions are being used to raise awareness and drive foot traffic during the previously idle 11:00 AM to 3:30 PM window.

Together, these solutions are designed to streamline operations, reduce cost leakage, and generate consistent lunchtime revenue while preserving the evening residential base Mikie's already serves well.

. Goals & Objectives

The overall goal is to recover from the recent 30+% decline in monthly revenue by improving operational efficiency, reducing cost overhead, and launching a lunch-hour strategy to convert idle daytime hours into profitable sales.

Business Objectives:

- Consolidate all third-party and phone orders into a single, centralized POS system (Slice)
- Reduce credit card transaction fees from ~3% to 2.4%

- Eliminate manual reporting tasks by automating driver reports and daily sales summaries
 - Improve prep efficiency by routing orders to separate pizza and sub printers
 - Introduce a value-based lunch combo menu priced between \$9.99–\$14.99 using existing ingredients
 - Attract downtown working-class customers who don't bring lunch through flyer-based local marketing
 - Increase daily lunch sales between 11:00 AM and 3:30 PM without increasing overhead
 - Use data tracking from the POS system to monitor performance and adjust menus or strategies as needed
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. Key Features

. A. POS System Integration (Slice POS)

- Centralized Order Management: Merges Uber Eats, DoorDash, Grubhub, and phone-in orders into a single POS tablet
 - Automated Reporting: Generates end-of-day sales totals, platform breakdowns, and driver delivery reports
 - Dual Printer Setup: Routes online orders to both pizza and sub kitchens for faster prep and reduced delay
 - Reduced Processing Fees: Lowers card transaction fees from ~3% to 2.4%, improving per-order profit margins
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B. Lunch Strategy Features

- Lunch Combo Menu: Combos priced between \$9.99–\$14.99 featuring popular items bundled with fries and a drink
- Daypart Targeting: Lunch menu offered exclusively between 11:00 AM and 3:30 PM to convert idle hours into revenue
- Local Worker Marketing: Flyers and promotions distributed in nearby retail stores, salons, and offices
- Cost Efficiency: Utilizes existing ingredients and prep workflows — no need for new inventory or staffing

. Stakeholders

- Store Owner / Operator /Me)
- Store Staff (Cashier, Pizza Maker, Sub Maker, Driver)
- Customers (Residential & Working Class)
- Slice POS Provider
- Delivery Platforms (Uber Eats, DoorDash, Grubhub)
- Marketing & Print Vendor (if applicable)

. Assumptions & Constraints

Assumptions:

- Customers will continue to use third-party delivery apps
- Local workers are open to affordable lunch options
- Flyers will reach the intended audience
- Staff will be trained on the new POS system

Constraints:

- Limited marketing budget
- Fixed staffing levels
- Menu pricing must stay competitive
- Slice POS limitations for customization

. Deliverables

- Business Requirements Document (BRD)
- Gap Analysis (manual vs. automated workflows)
- Updated Lunch Combo Menu
- Lunch Flyer Mockup
- POS Training and Workflow Guide

- Sales Tracking Dashboard
- Swimlane Diagram – Before & After
- Weekly Lunch Sales Report