Sauce & Spoon

Project Charter: Sauce & Spoon Tabletop Menu Tablet Rollout

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Project Summary

Sauce & Spoon proposes implementing tabletop menu tablets at two restaurant locations as a pilot rollout. The tablets will enable guests to place orders upon arrival, reducing wait times and improving overall service. The project aims to increase product mix, decrease table turn time, cut food waste, and enhance the customer experience. Integration with existing POS and host software will be crucial, and staff training will be provided to ensure a smooth transition. The project charter will outline the scope, goals, and deliverables, with a target start date at the beginning of quarter two.

Project Goals

- Increase average check total by 10% by encouraging customers to order more appetizers and specialty drinks, as measured by the dollar increase in average check price.
- Decrease table turn time by 30 minutes through optimized processes and potential reallocation of payroll to hire additional kitchen staff, as measured by the time it takes for a table to be vacated and ready for the next guests.
- Increase appetizer sales by 15% overall, with a 10% increase at the North location and a 20% increase at the Downtown location, as measured by the percentage increase in the number of appetizers sold compared to the baseline.
- Cut food waste by 25% through improved inventory management and portion control, as measured by the percentage reduction in food waste compared to the baseline.
- Reduce guest wait time by 15% by improving table turn time and enhancing the guest experience, as measured by the percentage decrease in the average time guests wait to be seated.

- Reduce negative customer reviews by 20% through addressing underlying issues and improving overall customer satisfaction, as measured by the percentage decrease in negative reviews received.
- Increase daily guest counts by 10% through effective marketing strategies and customer retention initiatives, as measured by the percentage increase in the number of guests visiting the restaurant on a daily basis compared to the baseline.
- Implement a customer loyalty program and increase customer engagement, as measured by the number of repeat visits and customer participation in loyalty program activities.
- Collect relevant data points to track metrics and measure the success of the project, including but not limited to average check total, table turn time, appetizer sales, food waste, guest wait time, customer reviews, daily guest counts, and loyalty program participation.
- 10. Ensure the project is completed within the specified timeline, with evaluation and assessment by the end of June, including the review of project goals, deliverables, and key metrics to determine the project's overall success.

Deliverables

- Project Charter: A documented overview of the project, including objectives, goals, stakeholders, and scope.
- Tablets installed in the bar area of two restaurant locations: Physical implementation of tablets to facilitate customer interaction and ordering.
- Customer Loyalty Program: Development and implementation of a loyalty program to encourage customer retention and increased engagement.
- Training Plan for Staff: A detailed plan outlining the training requirements and process for the staff to effectively use the tablet system.
- Clear Data Points and Metrics: Identification and documentation of specific data points and metrics to track project performance and success.
- Updated Menu with Special Offers: Revision of the menu to include special offers and promotions to encourage increased appetizer and specialty drink sales.
- Revised Staff Allocation Plan: Development of a plan to assess and allocate resources, including staffing levels, to meet the demands created by the tablet system.
- Metrics Tracking System: Implementation of a system to collect, analyze, and track key metrics related to sales, table turn time, and customer satisfaction.
- Evaluation Report: A comprehensive report analyzing the impact of the tablet rollout, including key findings, insights, and recommendations for future improvements.

Scope and Exclusion

In-Scope:
Based on the meeting transcript, we can identify the following items as in-scope and out-of-scope for the project:

In-Scope:

- Tablet rollout for improving operations.
- Food waste reduction as a goal.
- Adjusting the policy on order returns due to error, tied to the tablet rollout.
- Metrics that capture kitchen staff performance related to food wait times.

Confusion or disagreement:

- There is confusion and disagreement regarding whether the policy change on order returns should be included in the project scope. Gilly questions the need to change the policy, while Carter and Alex believe it is necessary for achieving the food waste reduction goal. The decision is made to address the policy change separately from the project.
- There is also a disagreement regarding including a goal for improving employee satisfaction. Carter believes it is important, but Peta is unsure about how to measure it and suggests it should be addressed independent of the tablet launch. Eventually, it is agreed to work on defining specific metrics for employee satisfaction and include it in the project scope.

Out-of-Scope:

- Policy changes unrelated to the tablet rollout.
- Specific goals for improving employee satisfaction.

Benefits & Costs

Benefits:

- Increased average check total: By encouraging customers to order more appetizers and specialty drinks through the tablet system, the project aims to increase the average check total by 10%. This will result in higher revenue and improved profitability.
- Decreased table turn time: Optimized processes and potential reallocation of payroll to hire additional kitchen staff will help decrease table turn time by 30 minutes. This will enable more efficient use of resources, increase customer satisfaction, and allow for accommodating more guests.
- Increased appetizer sales: The tablet rollout aims to increase appetizer sales by 15% overall, with a 10% increase at the North location and a 20% increase at the Downtown location. This will lead to higher revenue from appetizer sales and contribute to achieving the company's goal of increasing product mix.
- Reduced food waste: Through improved inventory management and portion control facilitated by the tablet system, the project targets a 25% reduction in food waste. This will result in cost savings and improved sustainability.
- Enhanced customer experience: By reducing guest wait time and improving overall service, the tablet rollout aims to enhance the customer experience. This will lead

to higher customer satisfaction, increased repeat visits, and positive word-of-mouth.

- Reduced negative customer reviews: Addressing underlying issues and improving customer satisfaction through the tablet system is expected to decrease negative customer reviews by 20%. This will improve the restaurant's online reputation and attract more customers.
- Increased daily guest counts: The implementation of effective marketing strategies and customer retention initiatives, supported by the tablet system, aims to increase daily guest counts by 10%. This will result in higher revenue and improved business performance.
- Customer loyalty program: The development and implementation of a customer loyalty program will increase customer engagement, encourage repeat visits, and foster customer loyalty. This will lead to higher customer retention and increased revenue.
- Data-driven decision-making: The collection of relevant data points and metrics will enable the tracking and measurement of project performance, including average check total, table turn time, appetizer sales, food waste, guest wait time, customer reviews, daily guest counts, and loyalty program participation. This will provide valuable insights for future decision-making and continuous improvement.
- Successful project completion: The project aims to ensure timely completion, with evaluation and assessment by the end of June. Success will be determined by reviewing project goals, deliverables, and key metrics to measure the overall impact and achievement of desired outcomes.

Costs:
- Training material 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

Biggest problem to solve: The biggest problem the project aims to solve is improving overall restaurant operations, including reducing wait times, increasing revenue, cutting food waste, and enhancing the customer experience.

Success/Completion: Success or completion of the project would be achieved when the tablets are successfully implemented at the two restaurant locations, leading to the desired outcomes, such as increased average check total, reduced table turn time, improved appetizer sales, reduced food waste, enhanced customer experience, reduced negative customer reviews, increased daily guest counts, and successful implementation of the customer loyalty program. Additionally, the evaluation report should provide insights into the project's impact, key findings, and recommendations for future improvements.

Biggest risks:

- Resistance to change from staff and customers: There may be resistance from staff and customers to adopt the new tablet system, potentially impacting the success of the project.
- Technical issues: There is a risk of technical issues during the implementation of the hardware and software, which could lead to delays or disruptions in service.
- Uncertain financial impact: The impact of the tablet rollout on revenue and profitability is uncertain, and there is a risk that the expected benefits may not be fully realized.
- Training and adaptation: Ensuring that staff are properly trained to use the tablets and adapting to the new processes and workflows may pose challenges.

Resources and timeline: The resources required for the project include the cost sheet items mentioned above, as well as staff time for training and implementation. The timeline for the project is not provided in the given information but is expected to start at the beginning of quarter two.

Outcomes and impact: The project outcomes include increased revenue, improved profitability, reduced wait times, cost savings from food waste reduction, enhanced customer satisfaction and loyalty, positive customer reviews, and increased daily guest counts. The indirect or long-term impact includes improved brand reputation, increased customer engagement, and data-driven insights for future decision making.

Audience or beneficiary: The primary beneficiaries of the project are Sauce & Spoon restaurant locations, as the project aims to improve their operations, revenue, and customer experience. The project also benefits the customers who will experience faster service, reduced wait times, and an enhanced ordering process.

Appendix:

1. Misalignment: The goal of increasing appetizer sales is questioned by Gilly, who believes the tablets will have limited impact on app sales at her location. Decision: After considering Gilly's input, it was decided to keep the goal of increasing appetizer sales to support the company-wide objective of increasing product mix. However, the overall increase was adjusted to 15%, with a 10% increase at the North location and a 20% increase at the Downtown location, taking into account the unique trends of each location.
2. Misalignment: The inclusion of reallocating payroll to hire more kitchen staff is questioned due to uncertainties regarding tablet performance and revenue increases. Decision: The decision-maker, Deanna, still believes it is necessary to ensure the kitchen has the appropriate resources. However, the issue was not fully resolved, and it was acknowledged that more data on tablet impact, table turn time, and revenue changes are needed to accurately determine the availability of funds for hiring more kitchen staff. Further discussions and data analysis will be

conducted to reach a final decision on the allocation of payroll.

3. Misalignment: The need for a separate goal to decrease guest wait time is questioned by Peta, suggesting that it may be redundant with the table turn time goal. Decision: Alex agrees with Peta's viewpoint, and it was decided to remove the separate goal of decreasing guest wait time. It was acknowledged that by achieving the goal of decreasing table turn time, guest wait time would naturally decrease as well. This decision was subject to Deanna's approval, and further discussions may be required to ensure alignment among stakeholders.

The stakeholders in these misalignments include Deanna (Director of Operations), Peta (Project Manager), Gilly (General Manager, North), and Alex (General Manager, Downtown). Misalignments occur when stakeholders have differing opinions or uncertainties about certain goals or approaches. The decision-maker in these situations is typically Deanna, who has the authority to make final decisions. The misalignments were clarified through open discussions and considering the perspectives and concerns of each stakeholder. The final decisions were made based on a combination of input from stakeholders, alignment with company objectives, and consideration of feasibility and available information.