

Project Charter: Sauce & Spoon Tabletop Menu Tablet Rollout

DATE: [01/06/2023]

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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. |

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| **Project Goals** |
| 1. 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.  2. 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.  3. 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.  4. 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.  5. 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.  6. 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.  7. 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.  8. Implement a customer loyalty program and increase customer engagement, as measured by the number of repeat visits and customer participation in loyalty program activities.  9. 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. |

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| **Deliverables** |
| 1. Project Charter: A documented overview of the project, including objectives, goals, stakeholders, and scope. 2. Tablets installed in the bar area of two restaurant locations: Physical implementation of tablets to facilitate customer interaction and ordering. 3. Customer Loyalty Program: Development and implementation of a loyalty program to encourage customer retention and increased engagement. 4. Training Plan for Staff: A detailed plan outlining the training requirements and process for the staff to effectively use the tablet system. 5. Clear Data Points and Metrics: Identification and documentation of specific data points and metrics to track project performance and success. 6. Updated Menu with Special Offers: Revision of the menu to include special offers and promotions to encourage increased appetizer and specialty drink sales. 7. 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. 8. Metrics Tracking System: Implementation of a system to collect, analyze, and track key metrics related to sales, table turn time, and customer satisfaction. 9. Evaluation Report: A comprehensive report analyzing the impact of the tablet rollout, including key findings, insights, and recommendations for future improvements.   Throughout the conversations, stakeholders discuss outcomes in terms of specific deliverables, such as tablets, training plans, menu revisions, and metrics tracking. Keywords that indicate project deliverables include "installed," "program," "training plan," "data points," "updated menu," "staff allocation plan," "metrics tracking system," and "evaluation report." |

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| **Scope and Exclusion** |
| **In-Scope:**  **Out-of-Scope:** |

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| **Benefits & Costs** |
| **Benefits:**  **Costs:** |

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| **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. |