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

# Project Summary

The Sauce & Spoon tablet implementation project aimed to introduce tablet ordering systems in their restaurants to enhance the dining experience and streamline the ordering and checkout process. The desired results of the project were to improve customer satisfaction, reduce table turn time, increase operational efficiency, and maintain a high level of food quality and accuracy in orders. Key success criteria included positive customer feedback, reduced wait times, improved order accuracy, and seamless integration of tablets with existing operations.

# Methodology

The project followed an iterative and adaptive approach, incorporating elements of both traditional and agile project management methodologies. During the initial phase, a pilot test was conducted to gather feedback and identify areas for improvement. This agile approach allowed for quick adjustments based on customer and staff input. Throughout the project, regular communication channels were established to gather feedback and address any issues promptly.

Agile practices were primarily applied during the pilot phase and subsequent adjustments. The project team analyzed customer survey results, identified pain points, and made necessary modifications to the tablet layout and navigation to improve ease of use. Collaboration between the project team and general managers was essential to address operational challenges and optimize table turn time. The iterative nature of the project allowed for continuous improvement and alignment with the desired outcomes.

Additionally, traditional project management processes were utilized in planning, resource allocation, and stakeholder communication. Clear objectives and success criteria were defined at the project outset, enabling the team to monitor progress and make data-driven decisions. Regular meetings and reporting ensured that stakeholders were informed about the project's status and could provide input as needed.

By combining traditional and agile approaches, the project team was able to deliver a successful tablet implementation while adapting to evolving requirements and feedback from customers and staff.

# Results

Performance Baseline:

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|  | **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: $30,000  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:

* The project successfully achieved its initial goals by implementing tablet ordering systems in Sauce & Spoon restaurants, enhancing the dining experience, and streamlining the ordering and checkout process.
* Problems identified during the pilot test launch were effectively solved and eliminated through adjustments to the tablet layout, navigation, and messaging, resulting in improved customer satisfaction and operational efficiency.
* The final project deliverable met and even exceeded requirements. Customer survey results indicated positive feedback regarding the tablet experience, ease of use, and checkout process. The project successfully reduced table turn time by 30 minutes, achieved a tablet checkout time of one minute or less, and maintained food order accuracy at a satisfactory level.

# Lessons Learned

* Things that went well:
* Collaboration and communication between the project team, general managers, and staff were effective in addressing challenges and implementing improvements.
* The iterative and adaptive approach allowed for quick adjustments based on feedback, resulting in a more seamless implementation and improved customer experience.
* The pre-service testing checklist helped identify and weed out glitchy tablets, ensuring a smoother operation.
* Things that didn't go well:
* Initially, some customers experienced difficulties with tablet navigation and ordering, highlighting the need for a simpler layout. This required adjustments and additional testing to meet customer expectations.
* Order accuracy in the kitchen initially fell short, leading to incorrect orders. Close collaboration with the kitchen staff and ongoing monitoring and training were necessary to improve accuracy.
* Unforeseen benefits or consequences:
* The tablet ordering system not only improved efficiency but also provided a novel and enjoyable experience for customers, positively impacting their perception of Sauce & Spoon.
* Implementing clearer messaging around payment options not only clarified the process for tablet users but also streamlined the cash payment process, benefiting customers who preferred to pay with cash.
* Processes that did not work well and why:
* The initial tablet layout and navigation were too complex, leading to difficulties for some customers. This required a redesign to provide a more intuitive and user-friendly interface.
* Key problems and their effects:
* Technical issues with tablets, such as freezing or glitches, were reported by a small percentage of customers. These issues had a minor impact on the overall customer experience but were addressed through ongoing testing and the implementation of quality control measures.

# Next Steps

* Ongoing maintenance and development may include:
* Regular monitoring of tablet performance, addressing any technical issues, and implementing software updates as necessary.
* Continuous training and feedback sessions with staff to ensure consistent and efficient use of the tablet ordering system.
* Open action items for post-project close:
* Documenting the project implementation process, lessons learned, and best practices for future reference.
* Conducting a final review with stakeholders to gather additional feedback and address any remaining concerns.
* Risks that could become issues if not addressed:
* The potential need for further adjustments or updates to the tablet ordering system to address evolving customer preferences and technological advancements.
* Maintaining high order accuracy and efficient kitchen operations to sustain customer satisfaction.
* Going forward, the project can be owned by the general managers of each restaurant location, with support from the IT department for technical aspects. Recommendations for future project managers include ensuring regular communication with stakeholders, conducting thorough pilot tests, and prioritizing user-friendly design and functionality.

# Project Documentation Archive

* [link the project proposal]
* [link the project charter]
* [link the project plan]
* [link the evaluation findings presentation]