Project Charter: Sauce & Spoon Tablet Rollout

Date Created: 06/27/2024   // Last Revised: 07/01/2024

Project Summary

To purchase and implement a Table Menu service in the Bar Area of the Sauce & Spoon restaurants in both the North and Downtown locations. This will increase service, allowing for a shorter turn on tables, reduce waste on incorrect orders, and improve customer satisfaction and staff moral. In addition, it will also provide clear metrics in tracking success and area's in need of improvement.

Project Goals

SMART: Specific, Measurable, Attainable, Relevant, and Time-bound

The goal of the Tablet Menu project is to help **reduce the wait time** for guests, allow for **faster turnaround time** on orders, and improve **guest service**, and communication on orders to **reduce ticket errors** that have previously resulted in elevated numbers through comping meals.

Specific Goals:

- **Reduce Table Turn Time:** Decrease table turn time by 30 minutes by the end of Q2.
- **Cut Food Waste:** Reduce food waste by 25% by the end of Q2.

- **Increase Product Mix:** Boost product mix by 15% overall (10% North, 20% Downtown) by the end of Q2.
- **Increase Receipt Average:** Raise the average receipt from $65 to $75 by the end of Q2.

Deliverables

Deliverables:

1. **Install Tablet Menus:** Set up tablets at each table to streamline order processing.
2. **Implement Order Management Software:** Integrate software to reduce order time from table to kitchen.
3. **Customize Order System:** Add customization options to the tablet menu to reduce food waste.
4. **Develop Upselling Features:** Include add-on suggestions and coupons in the tablet system to increase average receipt value.
5. **Train Staff:** Conduct training sessions for staff on the new tablet system to ensure effective use.
6. **Monitor Performance:** Set up tracking tools to monitor table turn times, food waste, product mix, and receipt averages.

Tablet Menu Capabilities:

- Order drinks
- Order appetizers
- Suggest add-ons
- Offer coupons
- Allow modifications for drinks and appetizers

Scope and Exclusion

In-Scope:
- Drinks
- Appetizers
- Offer Add-ons
- Offer Coupons/Deals
- Ability to modify menu items (Drinks and Appetizers ONLY)

- Integration with POS and Host Software

Out-of-Scope:
- Main Menu (breakfast, lunch, dinner)
- Final Ticket Sale (Relook with Tablet Packages) (POS Software)
- Table Tracking (Host Software)
- Policy Change on Reduced Waste (See Appendix)
- Improving Kitchen Staff Satisfaction (See Appendix)

Benefits & Costs

Benefits:
- Reduce Food Waste (*% Forthcoming*) by reducing the number of comp items with the new modification add-on to the tablet.
- Improve team retention by providing a new ticketing system to allow for easier tracking of tables, orders, and customizations. This can lead to improved stress and team morale.
- Increase in Receipt Average with coupons and add-ons, which will increase the overall profitability of the location.
- Quicker service will improve customer satisfaction and decrease the likelihood of extended waiting periods for incoming customers.
- Faster table turnover will allow more customers to be served, increasing overall restaurant capacity and revenue.

Cost Breakdown:

Terrific Tablets	
Project Investments (Costs)	**Estimated Cost**
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

Budget Needed :
- $50,550

Key Objectives: (Per Proposal)

Appendix I - Addendums & Updates

month/28 - Product Mix Goal
   Suggested: Increase Appetizer Sales by 10%
   Suggested: Receipt Sales average from 65$ to 75$
   Agreement: Goal of 15% overall, with 10% at the North loc and 20% at the Downtown loc.
   On the Table: Average Receipt Sale Increase Goal

month/28 - Guest Wait Time Goal
   Suggested: Add an additional goal of reducing Guest Wait Time in addition to Table Turn Time.
   Agreement: Guest Wait Time will naturally reduce alongside the Table Turn Time. Instead of both as a goal, Guest Wait Time has been dropped as it is less clear and difficult to measure as a goal.

month/28 - Allocation of Budget for BOH Staff Goal
   Suggested: A reduction of staff in the FOH to the BOH to account for the additional workload in the kitchens due to order increasing.
   Agreement: Without a base metric on need, it is agreed to observe the current staff after the launch of the tablet feature and gather metrics from **APRIL** to **JUNE**.

month/1 - Policy Change on Food Waste - Replacement Meals
   Suggested: Replacement Meals on orders through the tablet on 'claims' they were made wrong.
   Agreement: A policy on meal replacements will not be tied to the tablet rollout. However, it will remain a consideration for adjustment in a commitment to reduce food waste per OKRs.
   Agreement: A separate policy will be discussed separately, and all in agreement that this is out of the scope of the current project.

month/1 - Employee Satisfaction
   Suggested: Setting a Goal to improve the satisfaction for the current staff and reduce employee turnover.
   Agreement: As there is no current way to measure the scope of this Goal, it is in consideration until a measurement is agreed upon to be added to In Scope.

Appendix II

- ☐ **Accessibility Considerations**
- ☐ **Table Turn Time** - Amount of time a party occupies a table
- ☐ **Comping** - Not charging for the meal
- ☐ **Product Mix**
- ☐ **FOH** - Front of House
- ☐ **BOH** - Back of House

Stakeholder Sign-off

Project Sponsor/Client
☐ Omar Mubarak   Owner

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Project Manager
☐ Peta Tsosie

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Project Assistant
☐ Andrea F

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Core Team
☐ Deanna Coleman   Director of Operations

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☐ Carter Ward   Executive Chef

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☐ Gilly Tyson   General Manager, North

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☐ Alex Schmidt   General Manager, Downtown

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☐ Seydou Diallo   Restaurant Technology Consultant

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