



Closeout Report: Tablet Rollout

Project Summary

- Sauce & Spoon wants to launch a pilot for table menu tablets at two of our restaurants, Sauce & Spoon North and Sauce & Spoon Downtown. The project included researching and selecting tablet vendors, as well as procuring the tablets, adding a refreshed menu and special features to the tablets, installing them in the bars at 2 locations, as well as training the staff. The system will be implemented at the beginning of the second quarter of April and will be monitored until the end of June to measure the success of the project.
- Scope of the project:
 - Reduce food waste by 25% by the end of June.
 - Reduce the table turnover time by 30 minutes by the end of June, which will result in decreased waiting times.
 - Increase the number of daily customers by 10% by the end of June.
 - Increase appetizer sales by 15% by the end of June, through suggested products.
 - Increase the average value of the check from \$65 to \$75 by the end of June by selling more appetizers and drinks.
 - The average ordering time is 8 minutes for appetizers and 12 to 15 minutes for main courses.
 - The average payment time is one minute or less.
 - Customers who use tablets report technical problems less than 5% times per week.
 - 98% accuracy in ordering food.
 - 10 minutes average waiting time in the lobby to be seated.

Methodology

- We use the Waterfall methodology with some aspects of Agile, such as being prepared for changes and being flexible with our schedule and budget.

Results

Performance Baseline:

	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:

- Reduced the average wait time in the lobby to less than 10 minutes.
- Eventually, it was possible to reduce the turnover table rate by 30 minutes.
- The average time to pay through the tablet is one minute or less.
- Less than 5% of customers will report technical problems each week.
- Increased the number of daily customers by more than 20% at the Downtown location.
- Food waste was reduced by 25%.

Lessons Learned

- Some customers seemed to have problems with tablet navigation, so we changed it to a much simpler design.
- After working to reduce table turnover time, we worked with general managers on training and making FOH staff aware of guest pacing. This eventually allowed us to reduce the table time by 30 minutes, as we had hoped.
- Our cash payment system continues to frustrate customers, so we've implemented more cash registers and trained staff to address the issue.

Next Steps

- Plan the rollout of tablets to the remaining Sauce & Spoon locations.
- Continue to monitor and update installed tablets.
- Work with Sauce & Spoon Riverfront to increase the number of guests by more than 20%.
- Continue to work on order accuracy improvement.
- Continue to generate surveys and solicit guest feedback.

Project Documentation Archive

- Project Proposal
- Project Charter
- Project Plan
- Evaluation findings