



Golden
Service

Project Charter: Golden Service Tablets Pilot

Project Summary

Golden Service will launch a pilot program that installs tabletop menu tablets in two of our existing locations (North and Downtown - bar section) throughout Q2. With these tabletop menu tablets, we aim to improve operations and meet annual growth and expansion goals.

Project Goals

- Create a more effective ticketing system by accurately tracking meal modifications through the tabletop menu tablet and cut food waste by 25% (growing amount of waste produced by comped meals).
- Increase the average check total from \$65 to \$75 during Q2 by increasing product mix: upsell with appetizers and promote specific entrees and specialty drinks.
- Increase average daily guest count by 10% by decreasing the average *table-turn-time* by 30 minutes and ensuring accuracy/tracking of customer meal modifications.
- Ensure restaurants have appropriate resourcing by monitoring payroll and bandwidth through the pilot program (Q2).
- Develop a concise and efficient training plan for the new tabletop menu tablet system and train 100% of employees, with end-of-training surveys to determine training material improvements.
- Ensure integration with the existing host & POS system is seamless before launching the pilot program in Q2.
- Improve customer satisfaction and retention

- Meet annual growth and expansion goals

Deliverables

- Installation of tabletop menu tablets at the Golden Service North location in the bar section
- Installation of tabletop menu tablets at the Golden Service Downtown location in the bar section
- Updated training material for the use of these new tablets
- Seamless integration of the tablet with our existing POS and host system
- The ability to track meal modifications customers make through the app

Scope and Exclusion

In-Scope:

- Installation of tabletop menu tablets at the North and Downtown locations in their bar section
- Updated training material for the use of these new tablets
- Seamless integration of the tablet with our existing POS and host system
- The ability to track meal modifications customers make through the app

Out-of-Scope:

- Any updates regarding our send-back policy
- Potentially any goal/metric regarding kitchen staff satisfaction (work with Carter)

Benefits & Costs

Benefits:

- Improve customer satisfaction
- Decrease order times
- Lower turnover and sense of “burnout” amongst staff
- Reduce the possibility of human error
- Increase sales

Costs:

- Training materials 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

Appendix:

- The goal of reducing *table-turn-time* by 30 minutes seems similar to the other purpose of decreasing guest wait time.
 - **TASK:** Articulate how decreased table turn time relates to a decrease in guest wait time.
- Misalignment around payroll reallocation.
 - Alex (GM - downtown) wants to hire more kitchen staff.
 - Gilly (GM - north) does not want to give up front-of-house staff.
 - Deanna (Director of Operations) - include a plan to help the kitchen ensure they have appropriate resourcing. Suggests opening up two part-time line cook roles.
- Updated goals:
 - Cut food waste by 25%
 - Specific dates around the pilot
 - Increase specialty drink orders (Gilly)
 - Raise average check total from \$65 to \$75 (Deanna)
 - Ensure kitchen has appropriate staffing (Alex & Deanna)
- Work with Carter to determine how to measure the satisfaction of the kitchen staff
- Out-of-scope but something to consider: the send-back policy. Will we no longer replace meals now that the tablet can show what the customer order?