Closeout Report: Tablet Rollout

Sauce & Spoon | Prepared by Peta Tsosie, Project Manager | Date: 08/13/2026

Project Summary

- Sauce & Spoon piloted, then fully rolled out, tabletop ordering tablets (Terrific Tablets) in the bar section of two locations, North and Downtown, to speed up service, reduce order errors, and give the company reliable data to support its broader growth goals.
- The project's key success criteria, set in the original charter, included: reduce average table turn time by 30 minutes, increase daily guest counts by 10%, cut food waste by 25%, raise the average guest check from $65 to $75, keep weekly technical issue reports under 5% of tablet users, and maintain a tablet checkout time of one minute or less.
- These goals were built to support Sauce & Spoon's company-wide OKRs around guest experience, operational efficiency, and consistent innovation, and to demonstrate customer satisfaction to ownership before considering a rollout to the remaining locations.

Methodology

- The project used a traditional, predictive planning approach for its early phases: a formal project charter, stakeholder analysis, and a detailed task list with milestones and three-point (optimistic/most likely/pessimistic) time estimates were completed before any work began, giving the team a clear scope, budget, and schedule baseline.
- From the test launch forward, the team shifted to an iterative, feedback-driven approach: a controlled test launch with 50 real guests, a customer survey, and a team retrospective were used to identify gaps against the original goals, followed by a focused round of fixes (navigation redesign, table turn time coaching, a pre-service tablet testing checklist, clearer cash-payment messaging) before re-measuring results and proceeding to full launch.
- This test-and-adjust cycle, similar in spirit to an agile sprint-and-review loop, was the primary mechanism that closed the gap between the project's initial test-launch results and its final, largely successful outcomes.

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: $3,500 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:

- Met or exceeded nearly every original charter goal after a focused round of test-launch-driven fixes: reduced average table turn time by the full 30-minute target, cut food waste by exactly 25%, held technical issue reports under the 5% weekly target after introducing a pre-service testing checklist, and maintained a one-minute-or-less tablet checkout time.

- The Downtown location increased daily guest count by 20%, doubling the original 10% goal, through waitstaff-driven table turn improvements.
- Resolved the two biggest problems the test launch surfaced: guests found the original tablet navigation confusing, so the team redesigned the layout; and cash-paying guests (about 10% of customers) had a slow checkout experience, so the team introduced clearer payment messaging and a streamlined cash process.
- Order accuracy improved but was not fully resolved by launch; Peta and Carter aligned on jointly investigating all contributing factors, including kitchen execution, rather than resolving it as a single fix. This remains the project's one open success criterion.
- Overall, the final tablet rollout deliverable meets or beats the requirements set in the original project charter, with order accuracy as the notable exception still being actively managed.

Lessons Learned

- What went well: building a dedicated test-launch-and-adjust phase into the plan meant nearly every major gap (navigation, technical reliability, table turn time, cash checkout) was caught and fixed with real guest data before the full rollout, rather than discovered after it.
- What didn't go well initially: several test-launch metrics fell short on the first pass, table turn time was unchanged, technical issues were reported by 12% of guests against a 5% target, and order accuracy sat at 72% against a 98% target. Each required a dedicated round of fixes before the team could confidently proceed.
- Unforeseen benefit: guests responded to the tablets as a novel, enjoyable part of the experience itself, not just a speed improvement, a positive brand outcome the team hadn't explicitly planned for.
- Process that didn't work well: the original cash-payment workflow required waitstaff to walk to the bar register, creating a slower, less consistent experience for cash-paying guests; this had to be redesigned mid-project based on direct guest feedback.
- Key ongoing problem and effect: disagreement between Alex and Carter about the root cause of order inaccuracies (kitchen execution vs. the guest send-back policy) required direct facilitation from Peta and is still being worked through rather than fully closed, meaning order accuracy carries into the next phase as an open item.

Next Steps

- Ongoing maintenance: continue using the pre-service tablet testing checklist ahead of each shift to catch technical issues before they reach guests.
- Open action item: complete the joint investigation with Carter and the kitchen team into the remaining causes of order inaccuracy, and confirm whether additional process changes (beyond the current send-back policy discussion) are needed.
- Risk to monitor next quarter: if order accuracy is not fully resolved, it could continue to affect both the food waste goal and the customer satisfaction OKRs tied to the tablet rollout; the cash-checkout redesign should also be monitored to confirm it's holding up under full-volume service.
- Ownership going forward: Molly Edwards will co-own the tablet rollout as it expands to Sauce & Spoon's remaining locations, using this closeout report alongside the project charter, plan, and evaluation materials as her onboarding reference.
- Recommendation for future project managers: build a structured test-launch-and-adjust phase into every future rollout before going to full launch. Nearly every meaningful fix in this project came directly from test-launch survey and retrospective data rather than from initial planning assumptions.

Project Documentation Archive

- Project Proposal: https://docs.google.com/document
- Project Charter: https://docs.google.com/document
- Project Plan: https://docs.google.com/spreadsheets
- Evaluation Findings Presentation: https://docs.google.com/presentation