



Implementing New Technology Without Disruption

with Andrew Jaffee

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THE **R A I L**

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 HotSchedules

An illustration of a man in a dark suit and tie, looking distressed with his mouth open and one hand raised. He is floating in a blue sea of options, represented by various icons like a handshake, a smartphone, a laptop with an envelope, and gears. A speech bubble above him says "Help!".

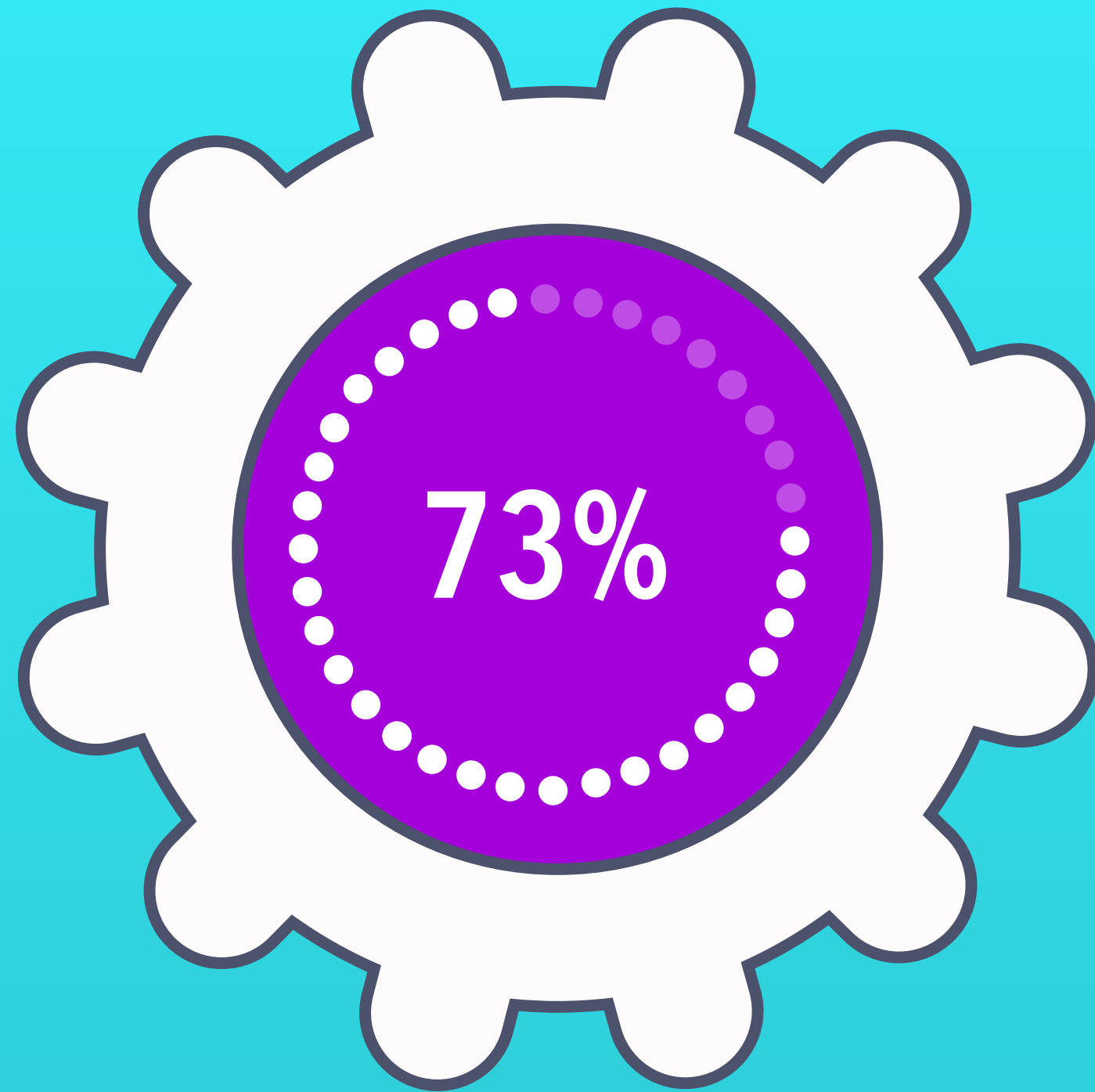
Help!

**The amount of new
tech has many
restaurant owners
drowning in options.**

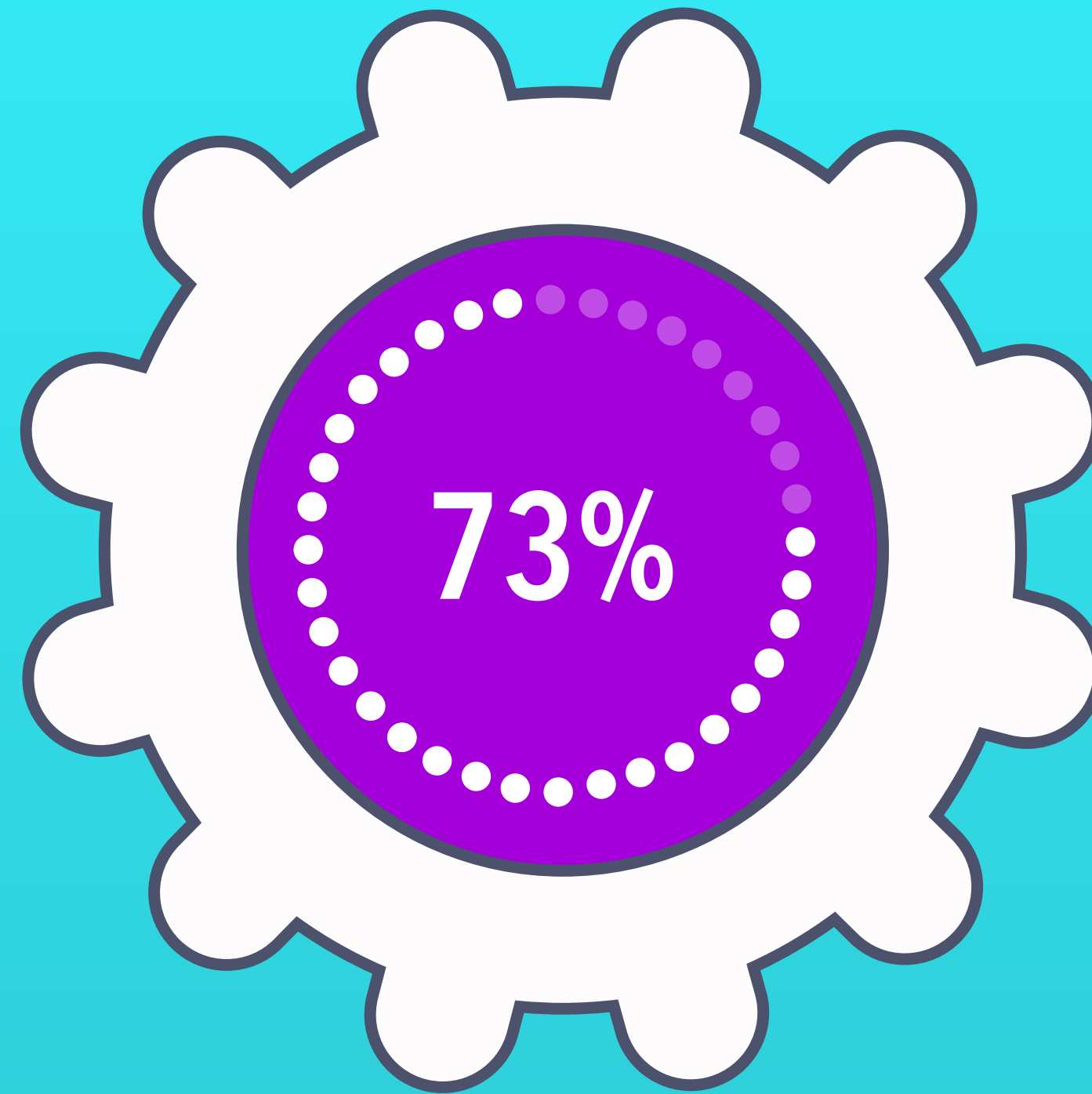
**And feeling paralyzed.
Unable to progress
forward.**

But They're
Losing Out.
Big Time.

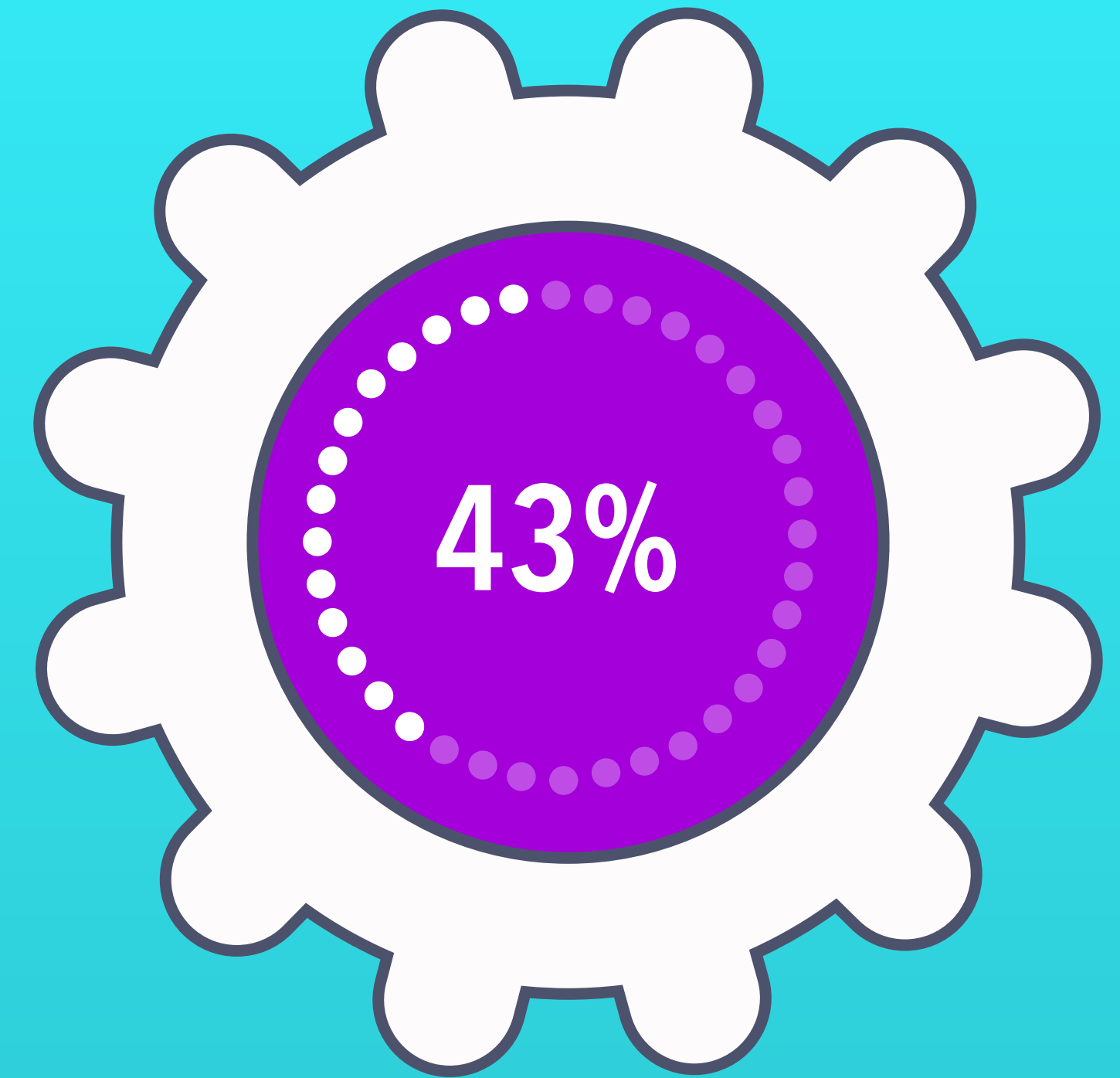
Restaurant operators agreed that...



Tech provides a competitive advantage



Investing in tech increases profitability



They're lagging in tech adoption

But Your Guests Expect Current Technology



They use tech to find you.



They use tech to view your menu.



They use tech to read reviews.

Your Staff Expects Current Tech, Too.



Millennials want their job to have the latest technology.



Your team expects you to provide them with the tools to do their jobs.

**So, What's
Holding
You Back?**

3 Things That Hold Restaurants Back

- > Inertia
- > Fear
- > Not knowing the right path



You Need a Plan...



Restaurants need a framework to work off of and keep the stress of implementation down.

By planing your work and working your plan, you create a systematic approach that can anticipate pitfalls and lead you to success.

The rest of this guide will help you design a roadmap for new tech implementation.

Step 1: Build a Business Justification



Restaurants need to identify an area of need (aka a pain point) and possible solutions.

To do this, you need to:

- > Review your current process
- > Identify suitable solutions
- > Compare solutions against one another

Once you do this, you need to do your due diligence and read reviews & ask for referrals.

You Also Need to Calculate Your ROIs

Return of Investment (ROI) measures the gain or loss generated on an investment relative to the amount of money invested.

To look at it as a math formula:

(Gain from New Tech - Cost of Investment)

Cost of Investment

Gain is projected based on software claims.

Cost of Investment includes software costs and implementation expenses.

ROI must be in the positives to be a sound investment. **But you need to give it time to deliver ROI!**



Step 2: Project Kick-Off

You need to get stakeholders together to go over the project & select a *project manager*.

The project manager doesn't have to be a senior manager.

Choose whoever is the most qualified to lead the project. You can also use it as a way of further developing your talented staff.



Create a Steering Committee

Part of the Kick-Off should be the creation of a *Steering Committee*. A Steering Committee creates the projects priorities and oversees the implementation.

This group should consist of:

- > Owners & senior management
- > Line managers
- > Other staff

The committee should see the business justification and be included on the decision-making process.



Negotiate the Plan with the Steering Committee

When meeting with the Steering Committee, be specific about dates and agree on what the *key performance indicators* (KPIs) will be.

KPIs are used to track performance — be it for a company, project or employee. KPIs are a set of quantifiable measures used to compare performance over a specific period of time.

When going over the project plan with the Steering Committee, remember to **make sure all voices are heard!**



Step 3: Announce to Your Restaurant's Team

Now you can officially announce the project to the rest of your staff. There are multiple ways to approach this:

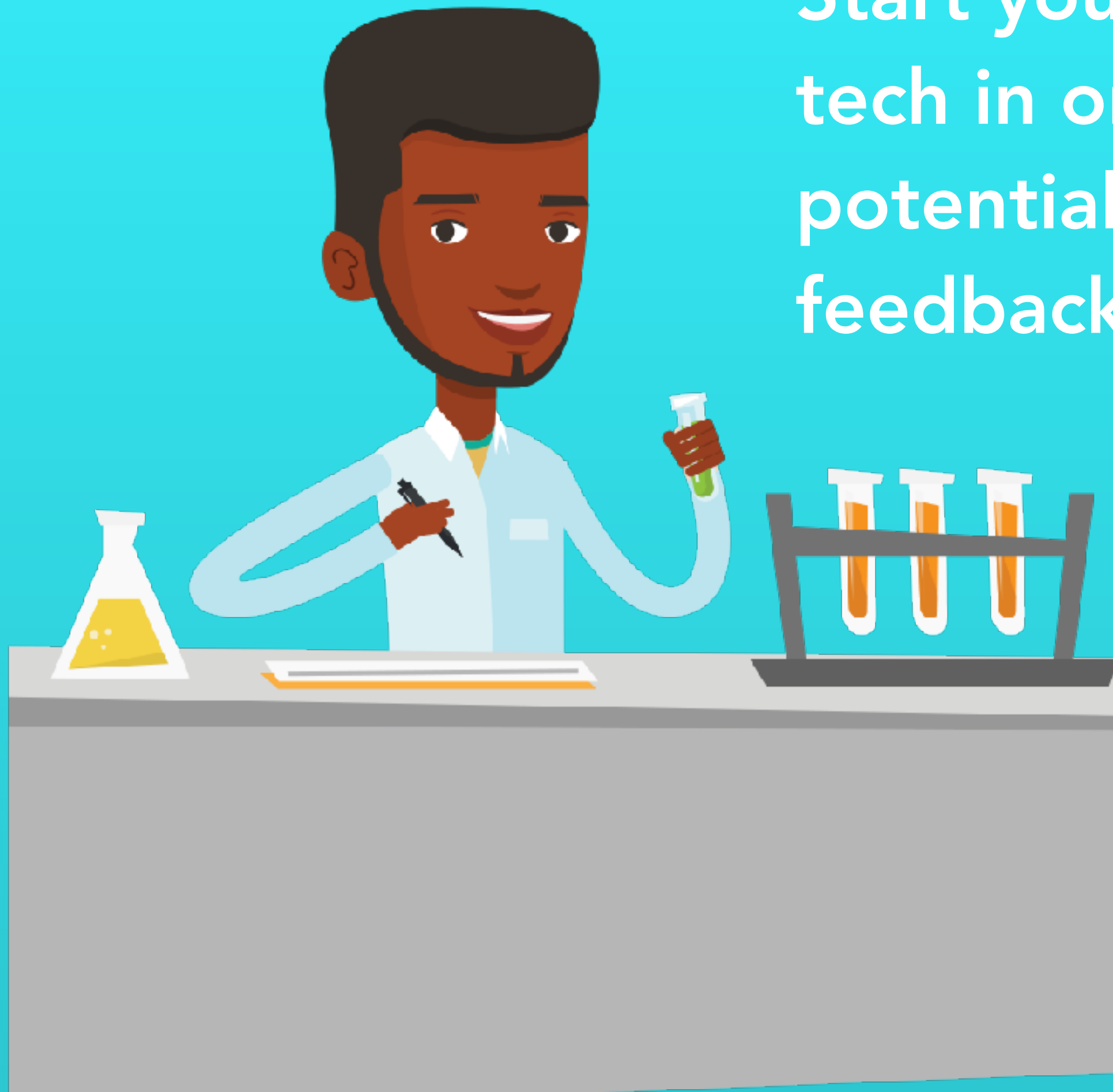
- > Hold an all-staff meeting, depending on the breadth of the tech & implementation.
- > Meet with departments to ensure all employees are heard.

Make sure your staff understands the project and the dates. Inform your team of the project outcomes, and let all voices be heard.



Step 4: User Acceptance Testing (UAT)

Start your implementation off small. Implement the new tech in one department first. This will minimize any potential disruptions and ensures you get vital, real-time feedback.



It will also help avoid catastrophic errors that affect the entire restaurant and will help steer how a wider implementation should be handled.

Use Training & Support From Your the Vendor

There's no doubt there's going to be some sort of training involved. Taking advantage of vendor-provided training can save you headaches.



You may have to pay an “on-boarding” cost to the vendor, but this covers support.

Be sure to test the support and training materials in a real-world situation.

Review the UAT results with your Steering Committee and develop an action plan based on the results.

Step 5: Cutover

After the UAT, it's time to schedule & plan the transition to the new tech.

First up, create an implementation schedule, including the start & end dates. Be sure to inform all staff of the schedule.

Set up meetings as necessary. Use meetings to train staff & include training materials in your employee resource guide.



Step 6: Go Live!

You can *finally* go live. Congrats!

Hopefully your careful planning made everything go smoothly. But just in case, you may want some redundancies for the first month.



Step 7: Rollout Review



After the implementation is over, interview your team to get their feedback and experience.

Analyze the KPIs you set for results. Make adjustments to address shortcomings, and share your results with your team. They may have some good ideas.

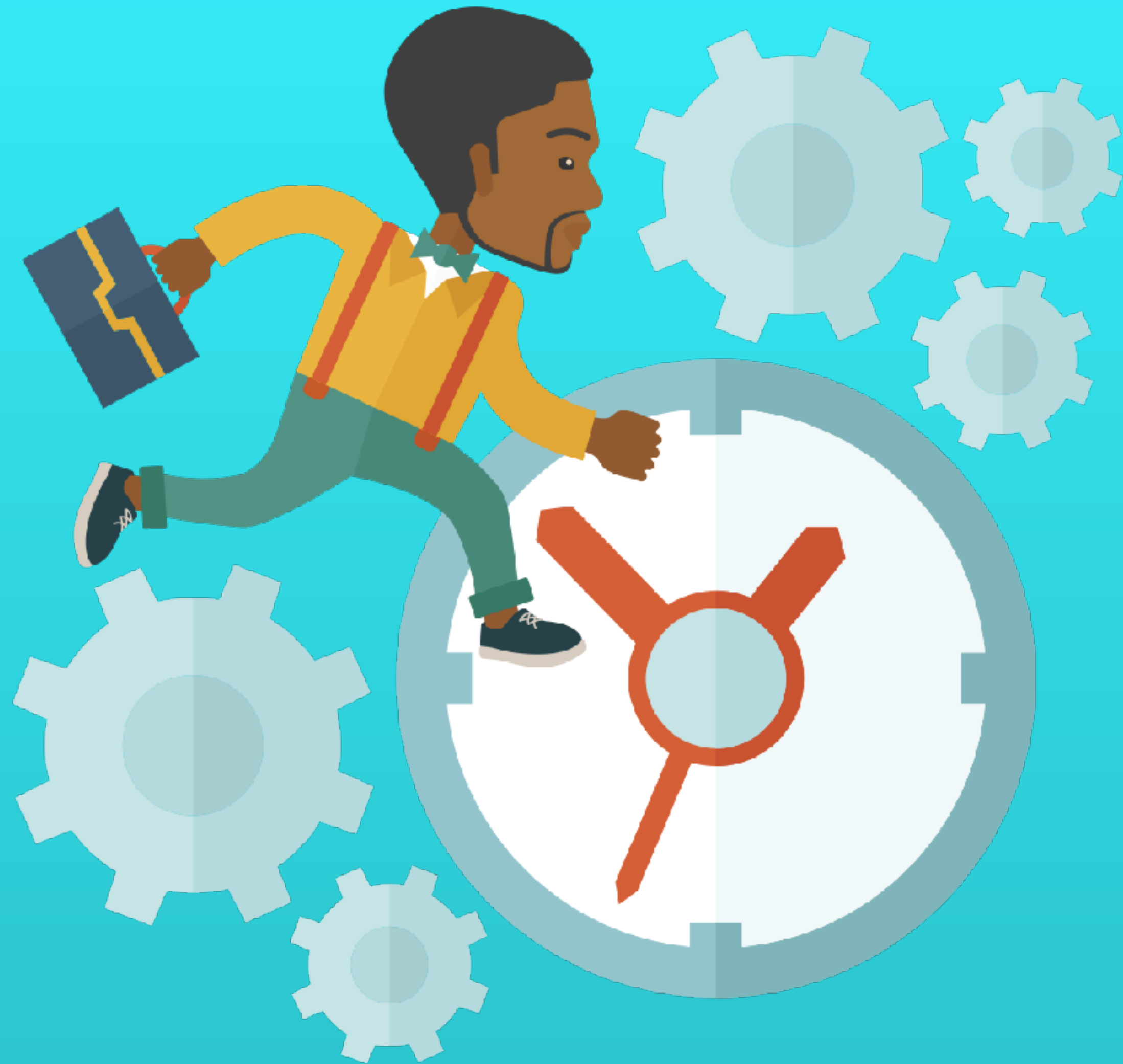
Also have a final Steering Committee meeting to review the process and go over results.

Case Study

Implementing
Online Scheduling with



Let's Look at a Realistic Case Study



We'll follow through with our previous seven step plan to show how you can implement online scheduling software like HotSchedules.

We'll assume we've made the business case for needing online scheduling, and have determined an ROI for the project.

Plan Your Work, Work Your Plan!

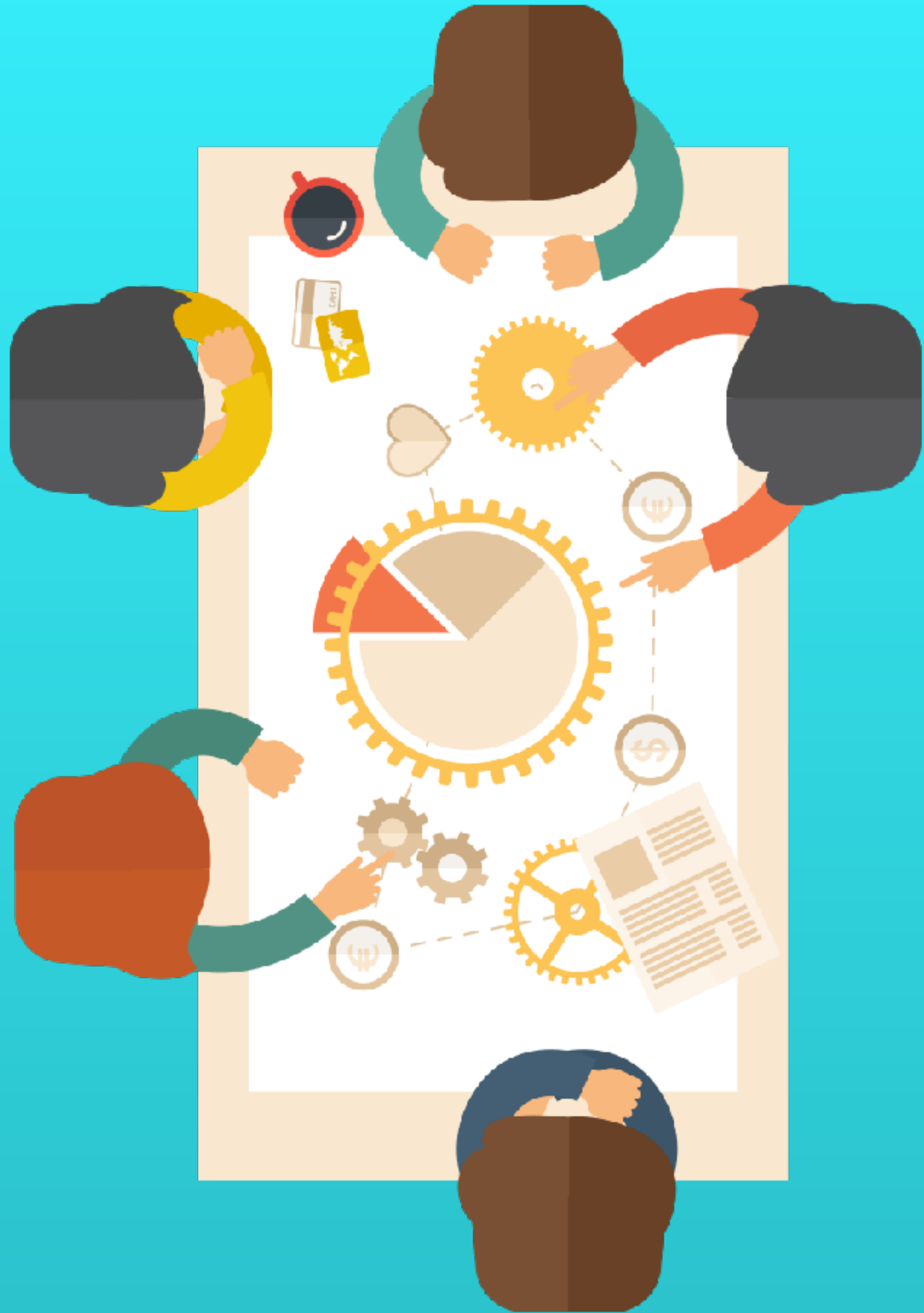
Be sure to schedule the entire process in advance, from your Steering Committee's first meeting to Roll-out Review.

Scheduling in advance sets deadlines to keep you committed to the process.

In this example, we want to implement within 30 days.



Day 1: Convene Your Steering Committee



In this meeting you reveal the target deadline.

You introduce the project in full to the Committee and choose a project manager to lead.

You'll also field questions, general thoughts & concerns about the project.

You also take advantage of any resources from your chosen vendor to share with the Committee.

Week 1: Implement in Just One Department

We want to avoid major hiccups, so we choose just one department to test-use the new, online scheduling software by HotSchedules.

The kitchen is generally a good choice. This is your User Acceptance Test (UAT).

Task BoH Steering Committee members to introduce the new software.



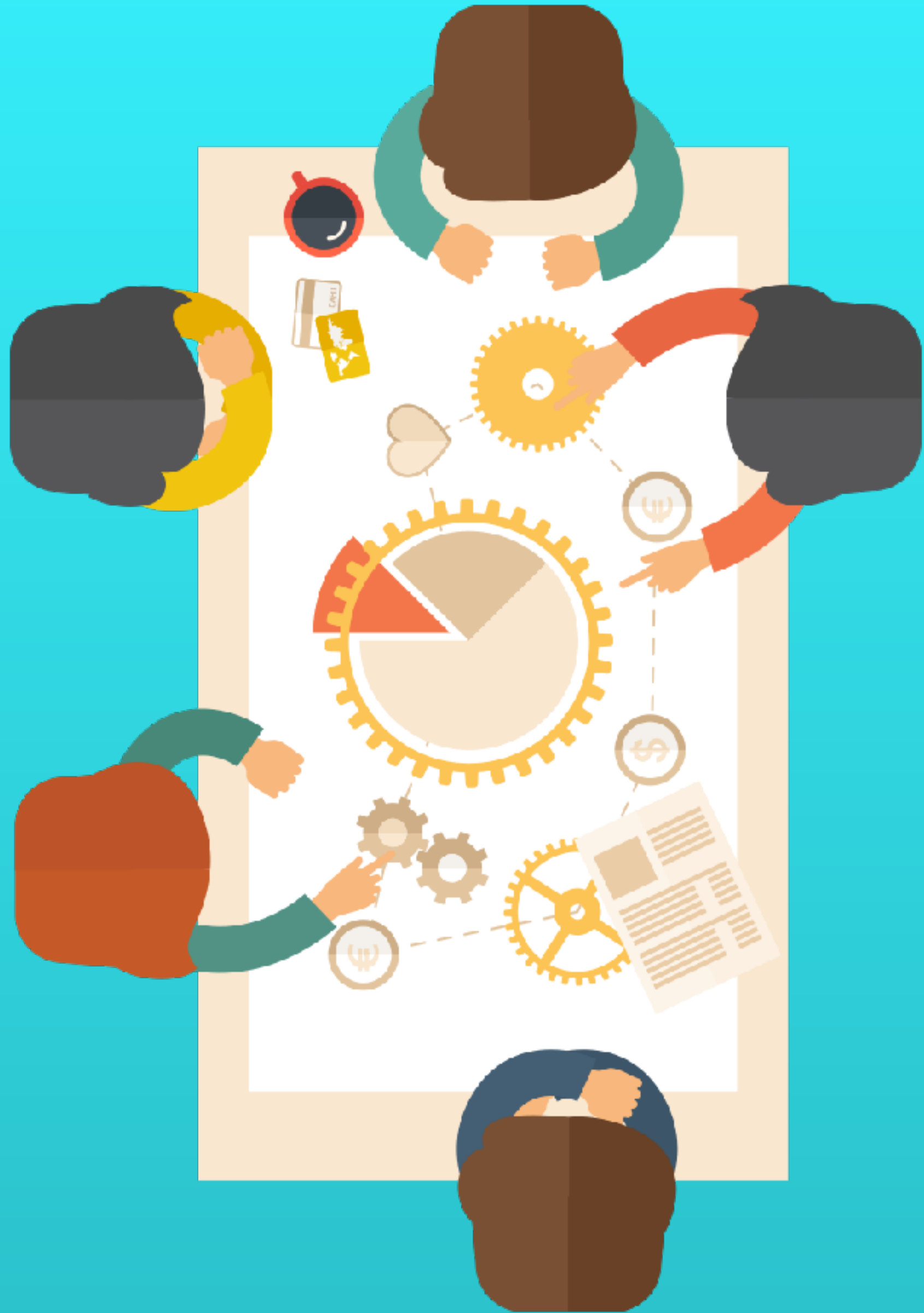
Week 1: Implement in Just One Department

Provide your UAT team with resources and materials from the vendor to ease training.

Choose a pilot length for the UAT. In this scenario, we're going with three schedules over 2+ weeks of testing.



Week 3: Meet with Steering Committee



At this point, you want to be planning your cutover schedule & plan.

Review the results from the UAT pilot. What were the major obstacles or speed bumps? How can you overcome them in the full roll-out?

Schedule a meeting with your full team to go over the project timeline.

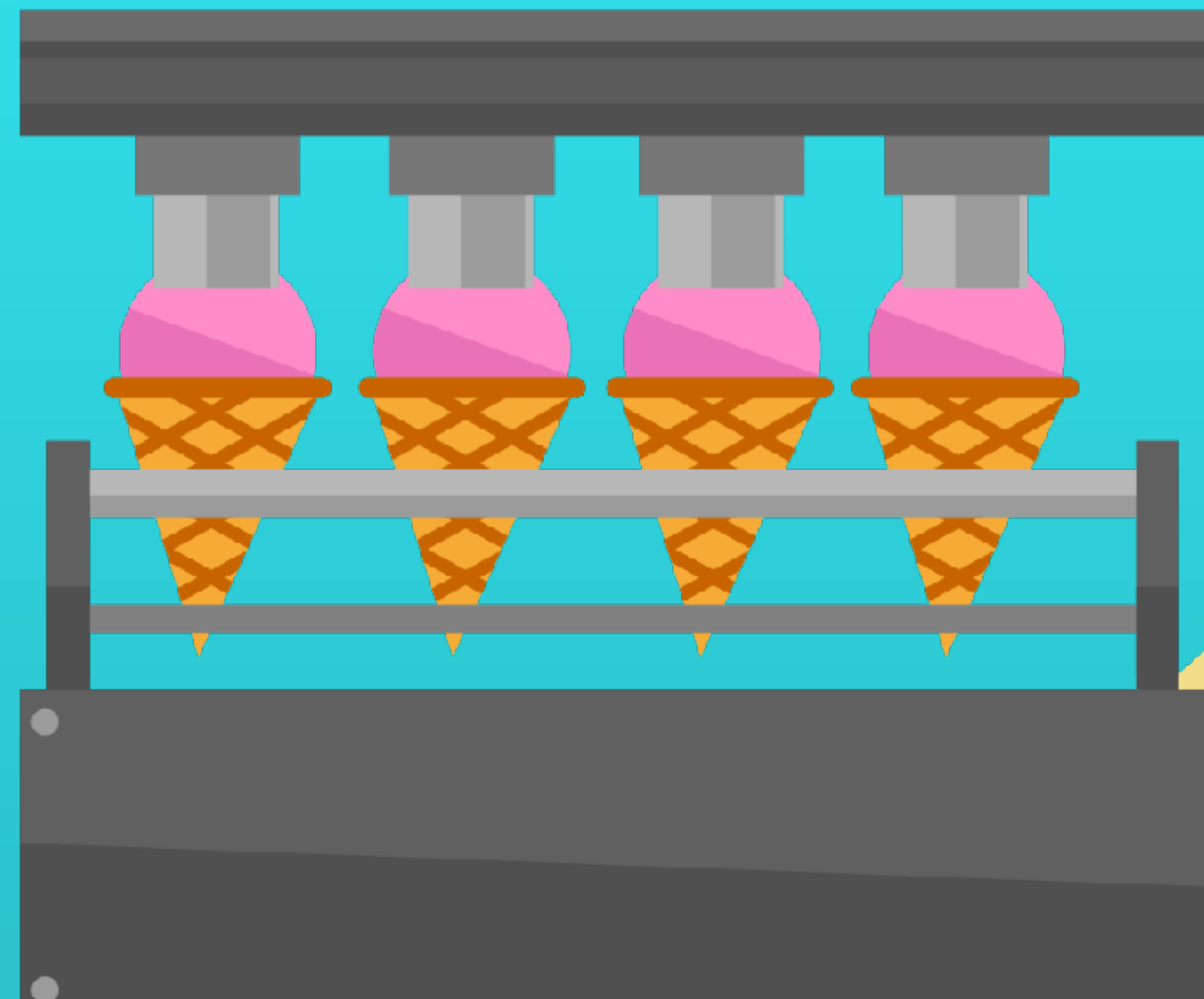
Encourage your pilot group & Steering Committee to evangelize the new scheduling software.

Week 4: Roll-Out Begins

At this point, your Steering Committee should be checking in with peers & their staff. They should be gathering feedback and then meeting to review/respond to that feedback.

The first full-team schedule using the new software will be published this week.

The project manager should keep a log of any challenges & adjust the rollout as needed.



Week 6: Review Time!

After two full weeks of implementation, it's time to review the project's performance.

Check the results from the new scheduling system. Compare *labor control* performance. Meet with managers responsible for scheduling & ask:

- > What are they hearing from staff?
- > What challenges have they experienced?
- > What positives have come from the project?



Week 6: Review Time!

Take that feedback from the managers and review them with your Steering Committee.

Determine if any further adjustments will be needed and create a summary report of the experience. This should include any data to share with the entire team.



Additional Resources

- > [The War for Talent: The Real Cost of Employee Turnover](#)
- > [The War for Talent: Employee Training in the Digital Age](#)
- > [Building the Perfect Online Schedule](#)

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