

Handheld Device Initiative

Team Project Closure

June 12, 2009



**Managing People and Technology
TS5011, Section 01**

**Green Team
Dawn Dorsey – Server Virtualization
Kia Johnson – Wireless Security
Mark Lindquist – Object-Oriented Programming**

Table of Contents

<i>Purpose and Background</i>	3
<i>Topic Investigation</i>	3
<i>Recommendation Status</i>	3
<i>Project and Control Status</i>	5
<i>Additional</i>	5

Purpose and Background

NewwDeal Inc. is losing a competitive advantage with its EatWell restaurant chain. The wait time for seating and order taking has eclipsed the allowable duration that NewwDeal set forth when creating the EatWell restaurant chain. As a result profits are down at EatWell and customer complaints are up.

HHDI will be created to once again differentiate a product line in producing an adequate competitive advantage for NewwDeal. The purpose of the HHDI is to counter the effects of long wait times at the globally located EatWell subsidiary of NewwDeal Inc. HHDI's capability to automatically seat, take orders, and pay bills of customers at the EatWell restaurant chain will reestablish a successful vision for NewwDeal; a vision to not only revolutionize EatWell but to revolutionize the restaurant industry business itself.

Topic Investigation

There were three different topics that were investigated that will help with the HHDI project, and those topics are server virtualization, wireless security, and object orientated programming. For detailed information on the investigation approach, please refer to the attached business case.

Recommendation Status

The recommendation for HHDI to move forward with the three technologies as the foundation was approved. The recommendation was noted as "a power message" and "solid reasons for moving forward". The recommendation included utilizing the three technologies, funding needs of \$1.39 million, the assignment of resources to continue with implementation, and timing of 12-months for full roll-out. The approval to move forward acknowledges that

NewDeal’s executive believe handheld devices along with the technology is the answer to the customer dissatisfaction problem.

Project study issues are all closed. Please refer to the Project Status control chart for more information. There are a few open concerns related to implementation phase. The following table is a high level summary of the open issues.

	Issue/Concern	Action Needed	Status
Implementation	Handhelds not being charged	Staff Education and awareness training	Open
	Customer’s feeling rushed	Staff Education and awareness training	Open
	Not all locations on-board with HHDI	Surveys to divisional leaders	Open

Restaurant staff not regularly charging handhelds is a concern. The impact could lead to not enough handhelds available for use or even worse, a handheld battery losing life in the middle of a transaction with a customer. Restaurant staff will require education and awareness training on the importance of “docking” the handhelds every night and when to contact local administrators if a new battery is needed.

One of the goals of HHDI is to turn tables quicker, leading to increased revenues. There has been a case study showing that customers feel rushed in this type of environment. Ultimately, if customers feel too rushed we maybe back where we started with low satisfaction. Restaurant staff will require training focused on making the customer feel as if they have all day, but yet still turning the table quickly. This is a potential culture shift for some markets. The training seminars should be customized to its local environment.

Although the HHDI effort was approved, the concern still exists that not all divisions will “buy-in” to implementing handhelds. This is understandable as this is a major change to how restaurants operate today. If all divisions do not implement handhelds, those locations will

continue to suffer revenue loss. To identify the potential divisions, we should provide surveys to division leaders seeking feedback. Members of the executive council and the sponsor should hold business case sessions with leaders whose results show clear dissent.

Project and Control Status

The key HHDI controls monitored were schedule, scope, and cost. The original schedule and scope was met as agreed upon. These were monitored using the project plan charter, project status, and project charter. The budget was monitored using a cost control chart which compared budget to actual dollars spent. The budget for online education was exceeded, however with the implementation of HHDI it is expected to be recovered within one month. Therefore, the impact is minimal to NewwDeal for this overage. For a more in-depth view of these controls and other controls such as productivity and quality, refer to the control charts provided along with this document.

Additional

As a lessons learned, our team has seen how the lack of collaboration with the sponsor about presentation delivery can affect the decision making process. We submitted an email to the sponsor letting them know that the presentation was posted, but we did not previously collaborate with her about the delivery. In the future, we plan on collaborating with sponsors to ensure successful delivery of the presentation in the agreed upon manner.

	Budget	Actual Cost	(Over)/Under Budget	Variance
Online Education Seminar	\$ 20,000	\$ 45,000	\$ (25,000)	(a) Cost overrun due to exceeding training budget for 3 days of training for each member of the team.
Consultant Fee	\$ 30,000	\$ 30,000	\$ -	
External Resource Contingency fund	\$ 50,000	\$ 50,000	\$ -	(b) approval to use these funds to pay for consultant to travel to Germany for business case presentation was given.
		\$ -		
Total Budget	\$ 100,000	\$ 125,000	\$ (25,000)	



Project Sponsor: Gwen Barker **Project Administrator:** Dawn Dorsey **Technical Writer:** Mark Lindquist
Quality Reviewer: Kia Johnson

Project Description: The goal of the handheld device project study is to investigate whether leveraging handheld devices in the check-in and check-out time processes will reduce wait times currently experienced by customers, or increase table turns. The entire process of seating, order placement, and bill paying will be performed via handhelds. The ultimate goal is to seat more customers and as a result increase profits.



Project Measurements Overall Current Project Health Health against Original Commitment

Agreements	<ul style="list-style-type: none"> • Team members to submit draft of project closure and control charts by noon on Thursday • Final approvals needed from all team members by 2pm on Friday • Dawn to submit all final documents, including team scoring allocation, by 5pm on Friday • Live webex and audio conferencing will be available for executives who are unable to attend in person • Presentation format will be Microsoft Powerpoint • Dawn and consultant will present other team members will be available for Q&A • Team members to submit draft of assigned upcoming project deliverables posted to Huddle by COB on Thursdays for Mark's review • Mark to post updated documents by Noon on Saturdays • Team conduct reviews and provides updates between Noon and 8pm on Saturday • Kia conduct review of deliverables for assignment requirements and post final to Huddle by 3pm on Sunday • Team submit deliverables prior to Midnight deadline on Sunday
Key Accomplishments	<ul style="list-style-type: none"> • Team members provided updated control charts • Team members completed topic research • Team members completed business case for each topic and overall business case • Business case approved to move forward
Issue/Concerns	<ul style="list-style-type: none"> • Open concerns related to implementation include uncharged handhelds, customers feeling rushed with new handheld process, and not all locations "buying-in"



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Project Measurements Overall Current Project Health Health against Original Commitment

Action Steps		<ul style="list-style-type: none"> Mark Lindquist <ul style="list-style-type: none"> Updated Gantt Chart, due noon 06/11/2009 (<i>Status: Completed</i>) Team Closure Purpose and Background section, due noon 06/11/2009 (<i>Status: Completed</i>) Dawn Dorsey <ul style="list-style-type: none"> Updated Cost Control Chart, due noon Thursday 06/11/2009 (<i>Status: Completed</i>) Team Closure Additional comments and refine Topic Investigations, due noon Thursday 06/11/2009 (<i>Status: Completed</i>) Kia Johnson <ul style="list-style-type: none"> Updated Project Status and Project Charter, due noon 06/11/2009 (<i>Status: Completed</i>) Recommendation Status, Project and Control Status, due noon 06/11/2009 (<i>Status: Completed</i>)
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Green Team
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Project Charter

Handheld Device Initiative

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Problem & Opportunity: Eat Well customers are dissatisfied with the amount of time they spend waiting. According to customers, they are spending too much time waiting to be checked-in, to place an order, and to be checked-out. The opportunity to alleviate this concern is to leverage Object-Oriented Programming (OOP) for software, Wireless Security, and Server Virtualization via the introduction of handheld devices. The combination of these technologies with the handhelds will help to speed up the end-to-end process, thereby increasing profits.

Project Goal: The goal of the handheld device project study is to investigate whether leveraging handheld devices in the check-in and check-out time processes will reduce wait times currently experienced by customers, or increase table turns. The entire process of seating, order placement, and bill paying will be performed via handhelds. The ultimate goal is to seat more customers and as a result increased profits.

Impact Analysis:

Financial: (1) \$50,000 contingency fund for outside resources if needed for project study, (2) \$20,000 for online education seminar, and (3) \$30,000 for Consultant fees to deliver online education

Business: Project resources being pulled from other projects to participate in this research study

Project Team: Green Team

Role:	Name:
Sponsor	Dr. Gwen Barker
Project Manager	Dawn Dorsey
Technical Writer	Mark Lindquist
Quality Reviewer	Kia Johnson

The following stakeholders have also been identified: architects, developers, requirements analysts, operations, security, system administrators, restaurant staff focus group, and IT Sr. Mgmt.

Deliverable	Schedule	Status
Project Charter	05/10/2009	Completed
Executive Update	05/17/2009	Completed
Business Case Peer Review	05/31/2009	Completed
Business Case	06/01/2009	Completed
Executive Presentation	06/07/2009	Completed
Project Outcomes	06/12/2009	Completed

Schedule will be managed via weekly team meetings.

Start: Handheld Device Initiative project study approved by sponsor, VP of IT

Stop: Executive management approval of the business case for utilizing OOP, Server Virtualization, and Wireless Security in order to improve and speed-up the customer check-in and check-out process.

In Scope: weekly meetings to ensure project study on track; research and analysis of OOP, Server Virtualization, and Wireless Security to support business case; initial Work Breakdown Schedule (WBS) started; cost-benefit analysis; issue and defect management; training of restaurant focus group staff ; monitoring actual vs. budgeted costs

Out of Scope: In-depth research on how to implement project study technologies, implementation of selected technologies, menu changes, vendor management, and business process re-engineering



Project Charter Handheld Device Initiative

June 12, 2009

Risk Assessment Statement

The following risks have been identified: cost overruns, lengthy schedules, and not addressing stakeholder wishes and concerns. To manage cost overruns we will compare budget to actual costs and keep the sponsor informed of potential need to rely on the contingency fund plan. The project schedule will be managed by having stakeholders approve the plan and communicating weekly as to the status of upcoming tasks. Also, by using a project management software suite, it will help in keeping changing requirements updated quickly and efficiently, and also keep everyone in sync with scheduling of the project. Restaurant staff wishes and concerns will be managed in focus groups which will allow the project team to communicate status and address any other matters at hand.

Overall Project Status

The overall project status is green. The business case was presented at the IT council. Notification was received to move forward with HHDI based upon the business case.

