

Spencer Wu, David Zhao, Sam Wang



Business Solutions Project

Presented by

White Oaks
Secondary School

1330 Montclair Drive
Oakville, ON, L6H 1Z5

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Executive Summary

1



Since the beginning of August, our team has been dedicated to improving **employee turnover rates** and working to re-instill **core company values** in the workforce at **Mandarin Erin Mills**.

By applying project management skills and elements from the **Agile Methodology**, we developed a **five-step initiative** to address **frequent turnover and weakened core values**. Through our **three-month partnership** with the restaurant, we worked to **improve employee retention** while **reinforcing Mandarin's original brand values** of **creating a welcoming atmosphere and leaving customers satisfied**.

OUR PARTNER **MANDARIN**

Headquartered in Brampton, Ontario, Mandarin restaurant is **Canada's largest all-you-can-eat buffet chain** operating in **thirty locations** across the province. **Founded in 1979** by four Chinese-Canadian chefs, it offers a variety of dishes and desserts inspired by **traditional East-Asian cuisine**. Through its long-standing presence in Canada, Mandarin has built a **strong reputation** and is widely recognized as a **community-focused** restaurant.

RESEARCH



Interviews

Project managers conducted interviews and weekly meetings with co-owners Arthur Xue and Tim Lin to obtain information and provide updates.

Surveys

Project managers created surveys and polls to gather input from customers and staff, allowing for evaluation of the effectiveness of new initiatives.

Company Analytics

Project managers completed data analysis on hiring, turnover, and onboarding statistics to adjust initiatives.



THE PROBLEM

In recent years, Mandarin Erin Mills has struggled with **high employee turnover** that has caused **damage to service and food quality**. Short-staffing during rush hours has forced the restaurant to **limit reservations and takeout** to maintain standards. Frequent staff changes and inconsistent onboarding have also led to a **“loss of company values”**, contributing to **weaker service** and **lower customer satisfaction**.

OUR RESPONSE



In response, we implemented a **five-part solution** for Mandarin Erin Mills: **Mandarin Kudos**, a workforce management and employee engagement platform, alongside **four in-person initiatives** – the Kudos Buddy Program, Standardized Onboarding Checklists, Value of the Week, and Exit Interviews. Together, these initiatives targeted **retention, training consistency, and guest experience** across the restaurant's workforce.

PROJECT SCOPE

Purpose

This project aims to reduce the employee turnover rate and educate newer personnel with the original company values.



Rationale

Implementing practical solutions to improve retention, standardize training, and reinforce Mandarin Erin Mills' values.



Benefits

Stable staffing and consistent training allow Mandarin Erin Mills to uphold brand values and improve guest experience.



PROJECT GOALS

K

Keep Staff Stable

Reducing turnover through strong onboarding

U

Uplift Employees

Consistent recognition through weekly challenges

D

Develop New Hires Faster

Providing structured mentor support and practice

O

Onboard Consistently

Quality training through standardized onboarding

S

Strengthen Brand Culture

Reinforcing core values as brand culture and habits



QUALITY MANAGEMENT PLAN

Key Metrics: We tracked workforce stability, training effectiveness, and guest experience through regular KPI reviews, allowing us to evaluate project quality and make timely adjustments throughout implementation.

Weekly Meetings: Every Tuesday, our team met with stakeholders via Google Meet to review progress, discuss obstacles, and address issues before they affected implementation.

RISK MANAGEMENT PLAN

Project managers adopted a **Risk Assessment Matrix** to determine risks, analyze their potential impact, and **prepare prevention strategies** to circumvent them. We discussed the **largest threats** to our project with Arthur Xue and Tim Lin and developed **prevention strategies** before carrying out our initiatives.

HUMAN RESOURCE MANAGEMENT PLAN



Spencer Wu

Operations
Manager



David Zhao

Data Architect &
Graphic Designer



Sam Wang

Data & Performance
Analyst



Tim Lin

Business Owner



Arthur Xue

Business Owner

EXECUTION

1

Initial Meeting with Mandarin Erin Mills: We met in-person with Arthur Xue, co-owner of Mandarin Erin Mills and explored the different issues the business was currently facing. We approached the discussion with a holistic perspective, considering aspects ranging from profit margins to community contribution.

2

Conducting Surveys to Gather Data: After identifying general areas the restaurant was struggling with, we designed surveys and questionnaires to find out more about their situation. We determined that the core problems were a high employee turnover rate and an inability to carry on brand culture, allowing us to begin brainstorming initiatives.

3

Flagship Initiative Implementation: We built the Mandarin Kudos mobile app from scratch that helped streamline shift scheduling, recognize employees, and host weekly challenges.

4

Physical Initiatives Implementation: Concurrent with the implementation of the Mandarin Kudos software, we conducted four additional initiatives that took place in-person to address the identified challenges.

Mandarin Kudos App ►



INITIATIVES

- **Flagship Initiative – Mandarin Kudos App:** Application built with Flutter centralizing a shift-scheduling system and facets for employee engagement/recognition.
- **Kudos Buddy Program:** Good onboarding leads to stronger retention. KBP pairs new hires with experienced mentors during their first five shifts.
- **Standardized Onboarding Checklists:** Quality-consistent training better prepares employees to perform their role independently. We introduced onboarding checklists that broke training into clear steps for mentors and employees to follow throughout onboarding.
- **Value of the Week:** Employee recognition builds healthy relationships inside the workforce and reinforces quality work. VOW highlights one core Mandarin brand value at the start of each week and awards three employees who best embody the value at the week-end meeting.
- **Exit Interview:** Understanding the root causes of turnover helps co-owners make long-term improvements and informed adjustments to initiatives moving forward. Exit interviews provide genuine insight into the reasons driving employees to leave.

CLOSING

Complaint Rate Per 100 Guests

1.54% → 0.87%

**43.5%*****Time to Competency**

7 days → 5 days

**2 Days****Employee Turnover Rate**

80% → 54%

**26%****Training Completion Rate**

83% → 100%

**17%****Training Consistency Score****94%**

ON THE HORIZON: Expansion to Mandarin Queensway and Mandarin Rexdale

*The complaint rate decreased by 0.67 percentage points, representing a 43.5% reduction.

Initiating

Mandarin is a Chinese-Canadian **all-you-can-eat buffet franchise** based in Brampton, Ontario, Canada. Founded in 1979, Mandarin offers a variety of dishes and desserts inspired by **traditional East-Asian cuisine**. It offers dine-in, takeout, and delivery options, and each chain location is capable of **serving approximately 300-500 diners simultaneously**. Mandarin strives to create a **warm, welcoming dining experience** where every guest **feels at home** and **leaves fully satisfied**. This project was **conducted in collaboration with Mandarin Erin Mills**, one of the larger and newer branches located in Mississauga, Ontario.

Statement of Problem

High Employee Turnover

Part-time / Full-time

60/40

Employees Leaving In

1¼ Years

As a large-scale buffet chain operating across the province, keeping food quality and service consistent is paramount – which in turn **requires committed and diligent staff at every branch**. After several meetings with **co-owner Arthur Xue** of Mandarin Erin Mills, we learned that the location was experiencing a **major issue with employee turnover**. Many employees at the restaurant, both past and present, work part-time and are **consistently seeking a professional, full-time job elsewhere** while attending college/university. Frequent resignations have started to negatively impact the restaurant, **affecting service levels and food quality**. To compensate, the restaurant has been accepting **fewer reservations and takeout orders** so that service and food standards can be maintained.

Loss of Hospitality

Another challenge the branch faces is consistently upholding the company's values as part of a chain rooted in **strong cultural and historical traditions**. Although the company places an emphasis on making every visitor feel welcome and ensuring customer satisfaction, these ideals can be **challenging to uphold when staff members change, new hires join the team, and operations get busier**. The original spirit of hospitality may eventually fade if deliberate efforts are not made to foster these values through employee training, leadership, and practice. This directly results in a **decline in customer satisfaction and service quality**, as well as a general disconnect between Mandarin's original core values and the real experiences that customers have at restaurants.

**Result
From
Problem**

- **Inconsistent food/service quality (customer complaints)**
- **Supply not meeting demand on weekends**
- **Missing items from takeout orders**

Project Scope

Purpose

The primary purpose of this project is to **reduce employee turnover rate**, **improve employee onboarding**, and **educate newer Mandarin personnel** with the original company values. Achieving these goals will not only help reduce the time and money lost in employee training and initiation costs, but will also improve customer service and food quality, leading to an overall better dining experience.

Rationale

As the **largest buffet chain in Canada**, Mandarin Restaurant relies heavily on a stable, brand-aligned, and well-trained team of staff to provide consistent food quality and service. However, employee turnover along with inconsistent training can **impede teamwork**, **interfere with operations**, and make it difficult to provide the **warm, fulfilling experience Mandarin is renowned for**. The goal of this project is to address these concerns by **increasing employee retention**, **improving training consistency**, and helping Mandarin Erin Mills **uphold its values** through **practical solutions**.

Expected Benefits

These benefits were selected because they reflect the areas most directly affected by employee turnover, inconsistent onboarding, and weakened brand culture at Mandarin Erin Mills.

Workforce Stability & Retention

- Reduced employee turnover through stronger onboarding and retention practices
- More stable scheduling and fewer last-minute staffing problems
- Lower hiring/training strain on managers and owners



Training Quality & Operational Consistency

- More consistent training with new employees
- Clear expectations for service standards that uphold company values
- Smoother daily operations during peak hours



Guest Experience & Brand Reputation

- More reliable service and food-quality experience
- Better ability to deliver Mandarin's core values: make everyone feel welcome and leave everyone satisfied
- Fewer service and food-quality complaints



Planning & Organizing

Project Goals



Keep Staff Stable

Our project targets workforce instability by reducing turnover through strong early support and recognizing employees to reinforce positive behavior. By improving the process by which new hires are welcomed, trained, and recognized, Mandarin can build a more dependable team and reduce frequent hiring.



Uplift Employees

We created consistent, visible recognition so employees feel noticed and valued for doing the right things. Through the Mandarin Kudos app and weekly challenges + awards, recognition becomes a routine part of the restaurant, boosting morale and encouraging employees to take pride in their own work.



Develop New Hires Faster

To help new hires contribute successfully and feel less overwhelmed, we focused on helping them become competent and confident sooner. The Kudos Buddy Program significantly speeds up the onboarding process by providing structured mentor support and shadowing.



Onboard Consistently

We standardized all onboarding procedures to ensure all new employees are given the same, consistent training and are well-educated on service expectations and brand standards. The onboarding checklists act as clear guidelines for both trainers and hires, minimizing gaps in onboarding and leaving employees feeling confident and ready to fulfill their role.



Strengthen Brand Culture

Our initiatives work by reinforcing Mandarin's core values as brand culture and habits – not just empty brand slogans. Value of the Week recognition spotlights three employees who best embodied a brand value over the course of a week, whereas Exit Interviews help managers and co-owners determine flaws in brand culture education.

Human Resource Management Plan

To make the best use of each team member's strengths, the project followed a specialist structure where each member was assigned a clear role with accompanying responsibilities. Key Mandarin personnel were identified to oversee the project alongside the operations manager, ensuring efficiency and keeping everything on schedule.

Spencer Wu: Operations Manager



Spencer Wu serves as the lead operations manager of our project, playing a crucial role in ensuring success at every turn. **Strong time management, critical thinking, and leadership abilities** are necessary for this role. As the project spearhead, Spencer is tasked with **organizing and supervising** the project from start to finish, outlining important details, and coordinating with the team to ensure successful execution.

Sam Wang: Data and Performance Analyst

Sam Wang is the lead data and performance analyst for our project. He identifies key needs and uses gathered data to **support practical, evidence-based solutions** during the planning and organizing phase. During execution and monitoring, he shifts into a performance improvement role, using the data we collect to **evaluate what's working and adjust our approach as needed**.



David Zhao: Data Architect and Graphic Designer

David Zhao is a data architect and graphic designer. He is the lead **software engineer** for our **flagship initiative**, the **Mandarin Kudos app**. He is also responsible for designing and refining the project's visual materials, including **flyers, posters, and other graphic content**. David designed the report template from scratch and provided statistical and artistic visuals throughout.



▼ Tim Lin



Co-owner and manager of Mandarin Erin Mills. Arthur attended weekly online meetings with the team to provide insight about the restaurant and helped implement the project across the business.

As a co-owner alongside Arthur, Tim provided the team feedback and information during the planning process of our project.



Arthur Xue ▲

Schedule

Milestones + Timeline

To ensure the timely execution of each step of the project, a schedule was created **prior to beginning preliminary research** and underwent adjustments as the project progressed. **Google Calendar and Notion** were used to keep track of **key milestones and upcoming deadlines** for different sections of the project.

▼ Project Timespan

Preliminary Research

Aug
4th

1. Established contact with Mandarin Erin Mills.
2. Met in-person with co-owner Arthur Xue to **discuss current issues** the business faced.
3. Arthur focused on problems surrounding **employee turnover** and the **importance of carrying on company values**.
4. Completed an **on-site walkthrough** of the kitchen and storage areas to **understand operations**.
5. Assigned officer roles.

Ended Aug 18th



- ▲ Our survey and walk-in investigation revealed that Mandarin was struggling with service consistency as a consequence of understaffing during peak hours

Investigate Issues and Conduct Surveys

Aug
18th

1. Customer surveys and online research reflected recent problems with **declining food and service quality**.
2. Compiled a list of possible initiatives and received feedback from adult mentors.
3. Established **weekly online meetings** with Arthur to provide updates.

Ended Sept 12th



Finalize Proposal

Aug

22nd

1. Proposed to create a **multi-purpose mobile application** for Mandarin employees to view/edit shift schedules and track performance.
2. Created a functional sample app which was pitched to Arthur for **clearance before trialing**.
3. Received approval for a **5-step initiative** including the app to address outlined concerns.

Ended Sept 4th

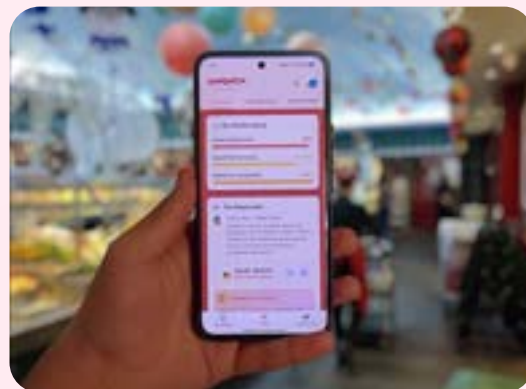
▲ Reviewing survey results and building the app. Mandarin Kudos is displayed in the restaurant. ▼

Flagship Initiative Development & Implementation

Sept

1st

1. Outlined functional and non-functional requirements for software.
2. Designed the app following **guidelines provided by Arthur Xue**.
3. Polished app's UI and smoothness; made sure fonts and widgets appear the same on different screens; transcoded the app to APK format and Web format for **ease of access**.
4. Included auditability (who posted/approved/edited) to support accountability.
5. Designed with **flexible and modular** app structure to facilitate **expansion to more locations** without the need to redesign.

Ended Oct 23rd

Alongside the launch of Mandarin Kudos, we visited Mandarin Erin Mills to roll out the project's in-person initiatives and gather on-site feedback from managers and staff.

Restaurant Visit & Physical Implementation

Oct

16th

1. Visited Mandarin Erin Mills during rollout to observe how the new initiatives **functioned in-store** and **gather direct feedback** from co-owners Arthur Xue and Tim Lin.
2. Launched the **Kudos Buddy Program**, pairing each new hire with an experienced mentor for their **first 5 shifts**, beginning with shadowing and **gradually building independence**.
3. Introduced **Standardized Onboarding Checklists** covering days 1 through 5 of training; mentors and employees signed off on completed tasks such as station basics, service standards, safety procedures, and communication protocols.
4. Implemented **Value of the Week** through the Mandarin Kudos app and manager reminders; at the end-of-week meeting, co-owners recognized three employees who **best embodied the featured value**.
5. Implemented **Exit Interviews** to collect feedback on scheduling, management support, training quality, and workload so the owners could **better identify the root causes** of turnover and improve future onboarding.

Ended Nov 2nd

Quality Management Plan

Our team conducted **weekly meetings** to **update team members and stakeholders** on the progress made throughout the week. These meetings took place every Tuesday from 4:00 p.m. to 5:00 p.m. via Google Meet. Through these regular check-ins, **potential obstacles were identified** and **addressed in a timely manner** by the team as a whole. This communication system helped ensure that issues such as over-standardization, scope creep, and language barriers **were addressed early so their impact on the project was minimized**. To maintain quality throughout the project, our team established a set of **measurable key performance indicators** before implementation began. These metrics were selected because they directly **reflected the three main areas** our project aimed to improve: **workforce stability, training effectiveness, and guest experience**. By **reviewing these indicators regularly** during weekly meetings, we were able to monitor the impact of each initiative, identify weak points early, and make adjustments when needed.

Key Metrics

Workforce Stability



- **Monthly turnover rate (%):** The percentage of employees who leave the restaurant each month, a numerical representation of staffing stability. This was reviewed using internal staffing records.

This metric measured whether our initiatives were helping Mandarin Erin Mills retain staff more effectively, reducing the operational strain caused by frequent turnover.

Training Effectiveness



- **Time-to-competency (days):** The average number of days required for a new employee to perform their role independently at the expected standard. This metric helped us determine whether the Kudos Buddy Program and Standardized Onboarding Checklists were accelerating the onboarding process.
- **Training completion rate (%):** The percentage of new hires who completed onboarding during the project period. This metric was tracked using mentor sign-offs and completed training checklists.
- **Training consistency score (%):** A standardized score assigned by co-owners based on whether employees received the same required training components, expectations, and role preparation. This metric helped ensure that onboarding quality remained consistent across different mentors and hires.

These metrics were used to determine whether new employees were being onboarded more consistently, becoming independent faster, and receiving the same training across roles.

Guest Experience & Brand Protection



- **Complaint rate per 100 guests (%):** The number of complaints recorded for every 100 guests served, used to track the effects of new initiatives. This metric was used to evaluate whether improvements in staffing stability and training consistency were positively affecting the guest experience.

This metric evaluated whether stronger staffing and training practices were translating into a more consistent guest experience and fewer service-related issues.

Risk Management Plan

In order to accurately assess risks, project managers adopted a **Risk Assessment Matrix**. Risk levels were determined by considering both the **likelihood of the issue occurring** and the **severity of its potential impact** on project execution.

Risk Analysis		
Risk	Impact	Mitigation Strategy
Employee Data Privacy Concerns  Risk Level LOW	Staff may hesitate to use the app if they are unsure how schedules, performance information, or personal data are being stored and viewed.	Restrict access by account role; limit visibility of sensitive information; require unique login credentials; clearly explain to employees what data is visible to managers versus staff.
Delayed stakeholder feedback / limited owner availability  Risk Level MEDIUM	Feedback from co-owners is delayed, slowing approvals, revisions, and implementation decisions.	Schedule recurring check-in meetings in advance; prepare concise progress updates before each meeting; and collect feedback asynchronously through shared forms/ documents when owners are unavailable.
Inconsistent data tracking  Risk Level MEDIUM	Checklists/audits aren't being checked and filled out during training or are being evaluated at differing standards.	Clearly define each key metric; use tracking tools (Google Sheet); daily data quality checks (check for missing entries and inconsistencies); consistently provide reminders to employees and mentors to complete checklists.
Software bugs or service outages  Risk Level MEDIUM	Important systems such as scheduling are inaccessible until software can be repaired.	Test critical scheduling features before launch; maintain cloud backups of weekly shift data; keep an offline fallback system ready so Mandarin managers can continue sharing schedules during outages; connect managers with app support.
Staff resistance/ low buy-in  Risk Level HIGH	Staff is unmotivated to actively engage in the project due to lack of comprehension.	Before launch, hold an all-staff meeting where project managers and owners explain the project's purpose, what will change, and how it will support staff; invite questions, provide a brief onboarding tutorial; reinforce key points during the first week of implementation.

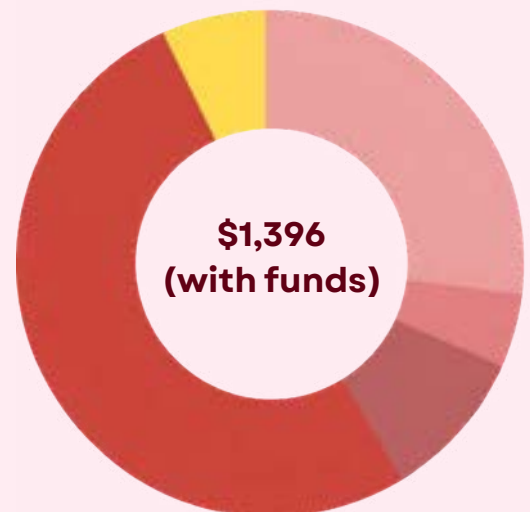
Proposed Project Budget

Mandarin Kudos Development and Rollout	-\$110	Fixed
Kudos Buddy Program	-\$904	Variable (fluctuates with # of new hires)
Buffet Meal Giveaway for 4	-\$172	Fixed
Standardized Onboarding Checklists	-\$80	Fixed
Value of the Week	-\$460	Repeating (\$60 x 8 weeks)
Contingency Fund (out of pocket)	+\$150	Fixed
Implementation Support Fund (provided by Mandarin)	+\$200	Fixed
Total Cost	\$1,396	

To keep the initiatives both **cost-efficient** and **realistic**, we created a **financial overview** that breaks down the expenses across each phase of the project. This helped us quantify exactly what **resources were needed** and **avoid surprise costs** later on. Overall, the cost of our project came to **\$1,396 CAD**, with funding support coming from an **Implementation Support Fund** and a **Contingency Fund** to help cover certain initiatives and provide a buffer for unexpected expenses.

Budget Items

	Mandarin Kudos Development & Rollout	\$110
	Kudos Buddy Program	\$904
	Buffet Meal Giveaway	\$172
	Standardized Onboarding Checklists	\$80
	Value of the Week	\$460



Execution

Flagship Initiative

Conversations with co-owner Arthur Xue revealed that the restaurant lacked an official shift-scheduling system and instead relied on a **WhatsApp group chat of nearly 100 employees to manage shift changes and call-outs**. This approach was inefficient because messages were frequently buried or missed by managers, leading to **delayed responses, last-minute staffing gaps, and occasional service disruptions** during peak hours.

Coding the App



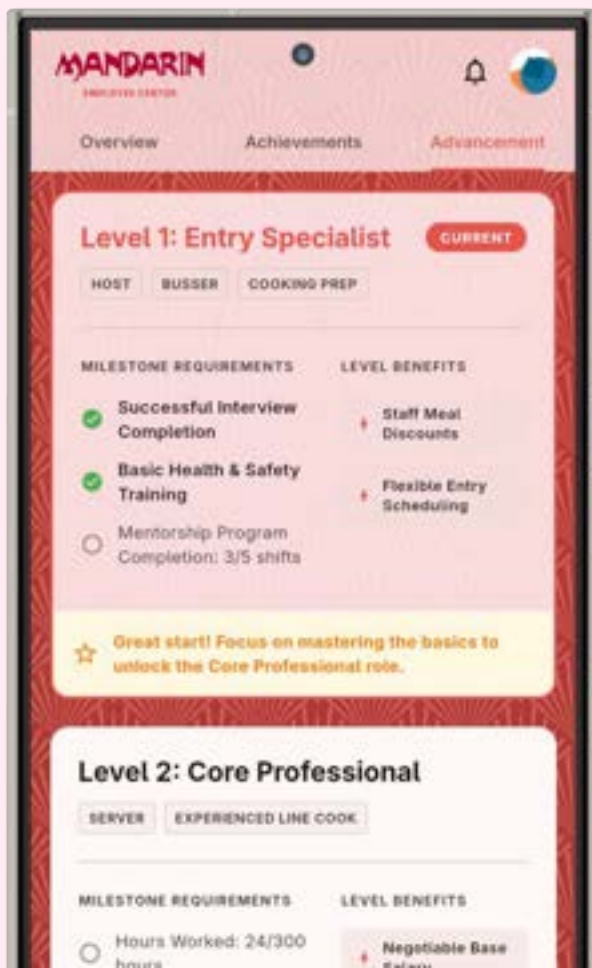
Group Discussion



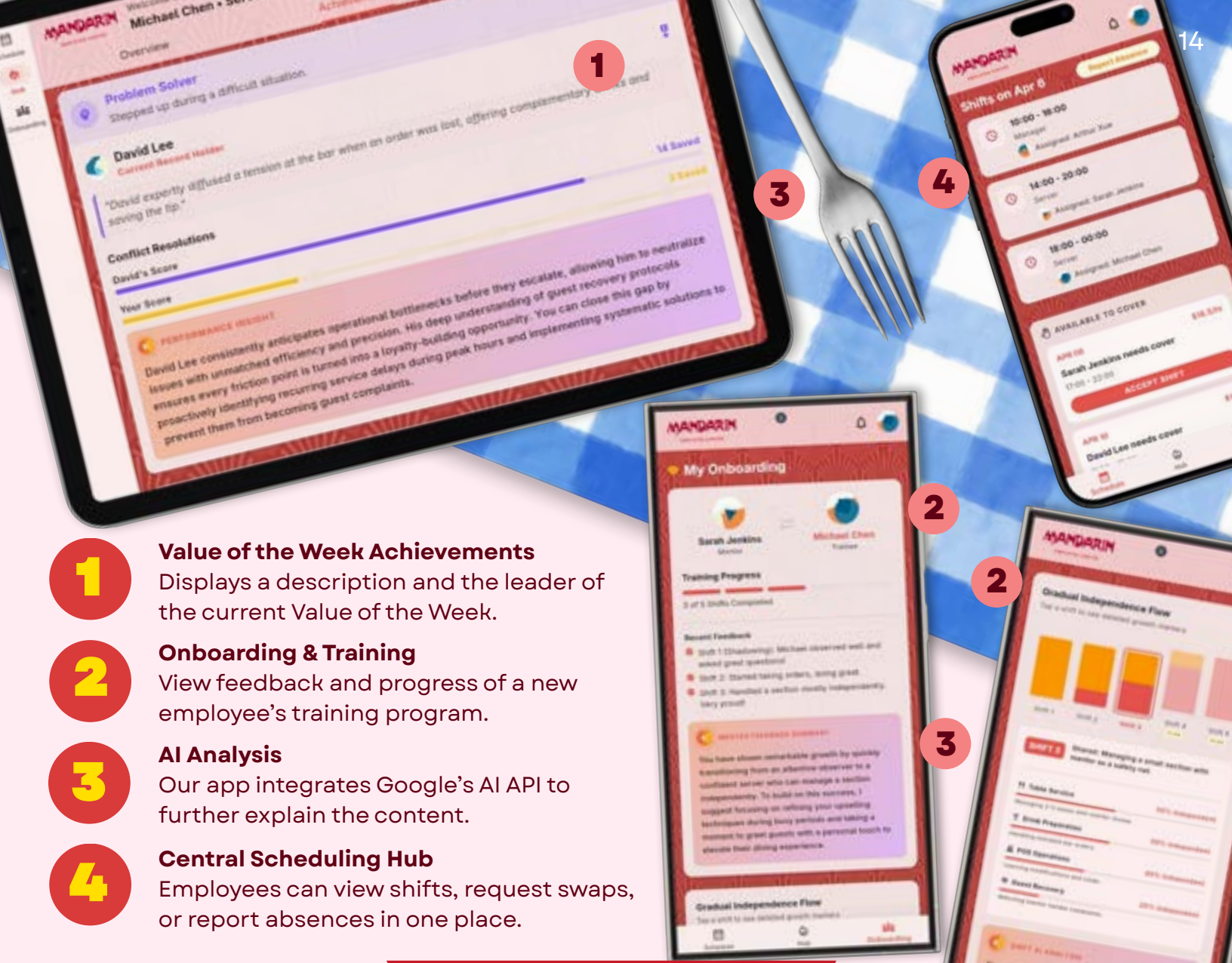
Video Chat with Arthur



Employees can easily view their next steps in the Advancement tab



Mandarin Kudos was our **flagship initiative** that we delivered to Mandarin Erin Mills. From the ground up, we developed a **workforce management and employee engagement software** using Flutter framework that was implemented across the location's 92-person team. The app centralizes a **shift-scheduling interface** by allowing managers to view shifts, approve shift changes, and track call-outs in one place. Employees, on the other hand, can view their shifts, request changes, and take up additional shifts **without relying on a large group chat that offers little privacy**. Beyond scheduling, Mandarin Kudos **strengthens culture** through **employee engagement and recognition** in the form of weekly shoutouts, badges, milestone highlights, and weekly challenges that **encourage teamwork and consistent service standards**; helping keep staff motivated and aligned with Mandarin's expectations.



1

Value of the Week Achievements

Displays a description and the leader of the current Value of the Week.

2

Onboarding & Training

View feedback and progress of a new employee's training program.

3

AI Analysis

Our app integrates Google's AI API to further explain the content.

4

Central Scheduling Hub

Employees can view shifts, request swaps, or report absences in one place.

Kudos Buddy Program



Employee onboarding is crucial to a company's success because it shapes employees' **first impressions** and helps them integrate into the company, accelerates their productivity, and significantly increases retention rates.

As one of the improvements we made to the employee onboarding process at Mandarin, we implemented the **Kudos Buddy Program** that **pairs new hires with an experienced mentor** for their **first 5 shifts**. New employees spent their first shift shadowing and were gradually eased into the role as the mentor encouraged them to **become more independent**. Over the two months during which the restaurant received **eight new employees**, we saw an **improvement in all three key metrics** under the **Training Effectiveness** category.

Standardized Onboarding Checklists

Prior to the project, the onboarding process consisted of **distributing one of three written packages** containing instructions for three different roles. It was the employee's responsibility to fully read and understand the manual and be prepared to **enter directly into their role on their first shift**. To address this, we introduced a **Standardized Onboarding Checklist** that broke training into clear steps across days 1 through 5, ensuring every new hire receives the **same, consistent training** from their mentor. At the end of each shift, completed tasks on the checklist are signed off by both the mentor and employee (e.g., station basics, service standards, safety procedures, communication protocols). This checklist procedure shifted the onboarding process from simply "read-and-go" to guided and trackable actions, **creating confidence and consistency across employees**. Over our trial period, all 8 new hires utilized the checklist as part of their training.



Value of the Week



Value of the Week, or VOW was a weekly initiative where one core Mandarin **brand value was highlighted at the beginning of each week** through the **Mandarin Kudos app** and reinforced throughout the week with brief reminders from managers. At the end-of-week meeting, store owners **recognized three employees** who **best embodied the value** and **presented them with a complimentary reward** (shopping gift cards, buffet pass, priority for shift selection). Photos of each selected employee were featured in a spotlighted section of the app for the full week. In total, we recognized 12 employees over the 4 week period.

Exit Interview

Exit interviews are an excellent way for Mandarin to gain **accurate insights into turnover**, rather than relying on assumptions or surface-level explanations. By collecting feedback on aspects like scheduling, management support, training quality, and workload, the restaurant can **recognize areas for improvement** to better address the root causes of turnover in the future. Insights from exit interviews also help **evaluate the effectiveness** of initiatives like Mandarin Kudos and the Kudos Buddy Program in **improving the employee experience**. Responses were then displayed graphically for Mandarin staff to evaluate.

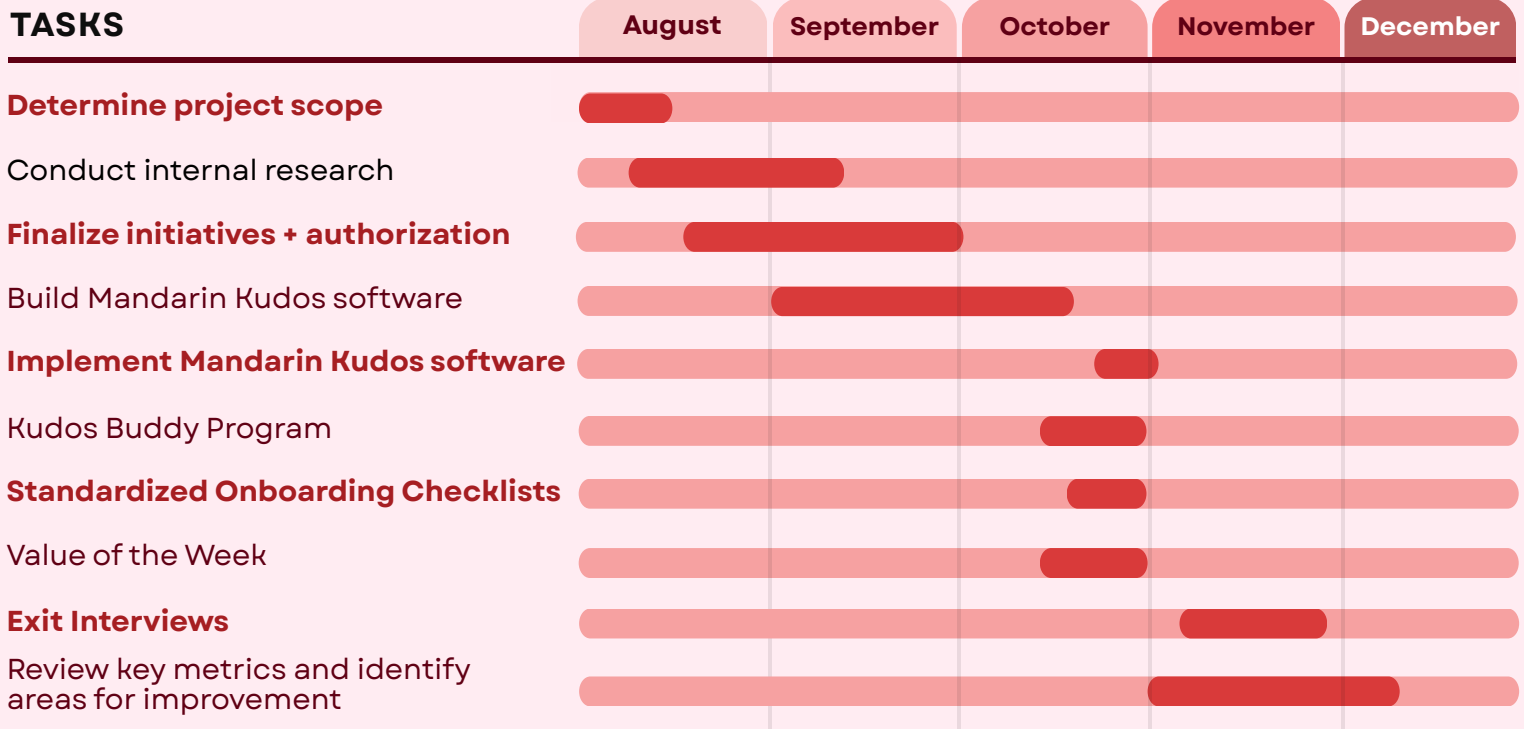


Monitoring and Controlling

Monitoring

Scheduling

TASKS



Our team used the Gantt chart shown above to organize its initiatives and their corresponding timelines. This Gantt chart was created by the project managers and revised by stakeholders. It offered a way to **visualize the progress** being made on tasks and **quickly identify deadlines**, helping the team **avoid delays and stay on schedule**.

Budgeting

To avoid “stunting” our project by **exceeding our available budget**, all purchases and expenses were **documented on a Google Sheet**. This allowed us to allocate or reduce funds when needed **in accordance with the Total Allocated Budget for the project**. Google Sheets’ built-in functions made calculations efficient and intuitive.

Description	Amount	Date	Fixed
Rollout/Dev	-\$110.00	2025/10/14	Yes
Buddy Program	-\$904.00	2025/10/2-2025/11/24	Yes
Giveaway	-\$172.00	2025/11/16	Yes
Checklists	-\$80.00	2025/10/10	Yes
VOW	-\$460.00	2025/10/2-2025/11/29	No
Contingency	+\$150.00	N/A	Yes
Implementation Support Fund	+\$200.00	N/A	Yes
Total			\$1,396.00

Quality Assurance

In order to optimize the effectiveness of our initiatives, project managers **regularly measured KPIs**, **reviewed checklists and audits**, and **made changes** in accordance with trends in project quality. **Actively monitoring impacts and changes** helped secure the success of our project.

Controlling

To evaluate our team's responses to problems that occurred throughout the project, we created an **Issue Log** to document problems and their priority in our time spent resolving them.

Issue Log		
Problem	Priority	Implemented Solution
Service Outage On November 18th, 2025 our database provider experienced a nationwide service outage rendering our app inaccessible for approximately 4 hours	 High	Following the outage which occurred around 7 pm, we immediately contacted Arthur along with Flutter support. We provided Arthur with our most recently saved backup of the employee shifts for the following week which was then promptly shared within the Mandarin group chat. We also relayed information about the progress on a fix from our provider and searched actively for user-end fixes.
Limited Accessibility A few members in the Mandarin staff did not have devices that were compatible with the Mandarin Kudos app	 Medium	We developed a web-accessible version of Mandarin Kudos that did not require users to install an application, providing accessibility from virtually any device capable of accessing the internet.
Occasional Understaffing Arthur and Tim reported on two occasions that shifts were not being filled, forcing managers to call in staff, especially on holidays	 Medium	Initially, we attempted to offer incentive through the Mandarin Kudos employee awards system by offering bonus points towards weekly challenges. On major holidays such as Thanksgiving, we advertised increased holiday wages throughout the app which successfully filled those shifts.
Onboarding Issues Newer employees who were not present at the launch meeting for Mandarin Kudos struggled with app usage	 Low	A brief tutorial on app basics was implemented on the Dashboard to familiarize new hires, along with a simple written manual on app functions, made available in print.
Missed Documentation Checklists and documentation processes were occasionally left incomplete as a result of human error	 Low	Kind reminders to fulfill documentation processes were placed in the Mandarin Kudos app, and staff was encouraged to verbally remind each other to fill out checklists after shifts.

Closing the Project

Evaluation of Key Metrics

Baseline Goals

Employee turnover rate ↓ **20%**
 Time to competency ↓ **2 days**
 Complaint rate per 100 guests ↓ **15%**
 Training completion rate ↑ **8%**

Training Completion Rate

83% → 100%
17%
 Exceeded

Training Consistency Score

94%
 Met

Complaint Rate / 100 Guests

1.54% → 0.87%
43.5%*
 Exceeded

Time to Competency

7 days → 5 days
2 Days
 Met

Employee Turnover Rate

80% → 54%
26%
 Exceeded

*The complaint rate decreased by 0.67 percentage points, representing a 43.5% reduction.

Lessons Learned

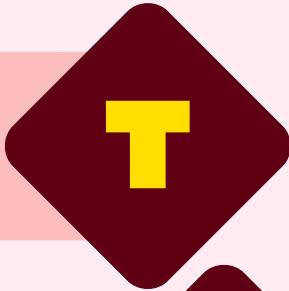
Area	Successes	Areas of Improvement
Initiating	- Established efficient communication channel with Arthur in the form of weekly sprint meetings - Identified relevant KPIs and obtained relevant data - Finalized practical initiatives and selected flagship initiative	Prioritize meetings where both Mandarin co-owners were available in order to receive broader feedback
Planning & Organizing	- Successfully developed and pitched an app for Mandarin Erin Mills along with 4 other in-person initiatives - Defined effective key positions and roles for project managers - Identified potential project risks early, helping us prevent issues before they occurred by developing contingency plans	- Avoid dependency on manager feedback, which was not always available - More frequent progress-checks within the team to ensure proper time management
Execution	- Created and revised a Gantt chart to manage schedules efficiently and keep tasks on track - Avoided delays and followed implementation schedule	- More precise documentation of steps taken throughout initiatives - Greater communication between project managers and Mandarin staff to avoid confusion on in-store visits
Monitoring & Controlling	- Observed common problems and prioritized fixes - Tracked budgeting, scheduling and quality in order to ensure that the project operated at full efficiency	Greater detail in documentation of issues and fixes in order to efficiently prepare for future issues

Suggestions for Future Projects

Mandarin Kudos created a strong foundation for **future projects at Mandarin** and other local businesses. We organized our **key recommendations** into the acronym **TRACK**.

Track KPIs

Measure and record all KPIs regularly in order to ensure that initiatives continue to run efficiently. Tracking KPIs allows for effective revision in all phases of the project and enables project managers to adjust initiatives as needed without compromising integrity.



Record Actions Precisely

Make sure that all processes and changes made throughout the project are accurate and documented in a timely manner, making space for reflection and helping identify root causes of issues, ultimately leading to a faster, streamlined process.



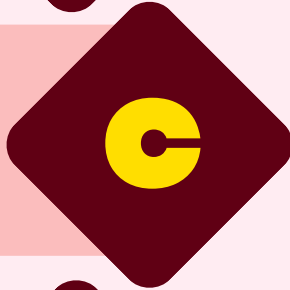
Adapt Fast

Prepare intensively for potential risks throughout the project; respond efficiently to unforeseen issues to assure project success even if things do not go as planned.



Communicate Progress

Ensure that project stakeholders are consistently engaged with the project by regularly updating them with progress reports and asking for input. This is also a precaution to ensure that business owners retain interest and willingness to collaborate, while also providing opportunities for improvement as new feedback is provided.



Keep It Scalable

Ensure that the project has the potential to expand beyond the original ideas and initiatives, whether it be through moving into different chains or through newer revised initiatives that build off previous ones. This develops project longevity and increases the impact of the project.



Next Steps for Mandarin



Continue using Mandarin Kudos as the central platform for scheduling, recognition, and communication



Pilot the project model at one additional Mandarin location before attempting a larger multi-location rollout



Review exit interview responses on a regular basis to identify patterns in turnover and improve management decisions over time



Develop short refresher training or micro-learning modules within Mandarin Kudos to reinforce service expectations and company values



Closing Statement

As we near the end of this project, we are proud of what we accomplished with Mandarin Erin Mills. Over the past few months, we worked closely with the co-owners and employees to address turnover, onboarding, and the preservation of brand values. We came to realize that the solution is not simply raising wages or changing schedules, but creating a workplace where employees feel welcomed, supported, and motivated.

We hope this project will be more than a short-term fix. The Standardized Onboarding Checklist lays the foundation for consistency, but the broader goal is to build an onboarding system that leaves employees confident and ready to perform. With continued feedback from staff and co-owner Arthur Xue, we believe Mandarin can uphold its standards against future staffing challenges.

Above all, the people behind this experience mattered more than the paperwork. In the end, it all comes down to making every guest feel welcome and satisfied, every single time.

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Appendix



Establishing Contact with
Mandarin Erin Mills



Standardized
Onboarding Checklist



Employee Impact &
Retention Survey



Guest Experience &
Hospitality Survey



Research
Questionnaire
for Arthur Xue