

Turning Disappointed Diners Into Loyal Guests

Training Best Practices
For Handling Mistakes
& Complaints



Welcome!
Today's webinar will be starting shortly.

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2 Key Topic Areas

Mindset

- 1. Mindset drives Response
- 2. Lifetime value of a loyal, returning guest

Response

- 1. Acknowledge
- 2. Apologize
- 3. Act



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What are your restaurant's most common complaints?

(please reply in question/chat field)



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What's Your Attitude?

NEGATIVE

- ✓ A problem
- ✓ Somebody screwed up
- ✓ Difficult guest
- ✓ Interruption/hassle
- ✓ Employee's problem



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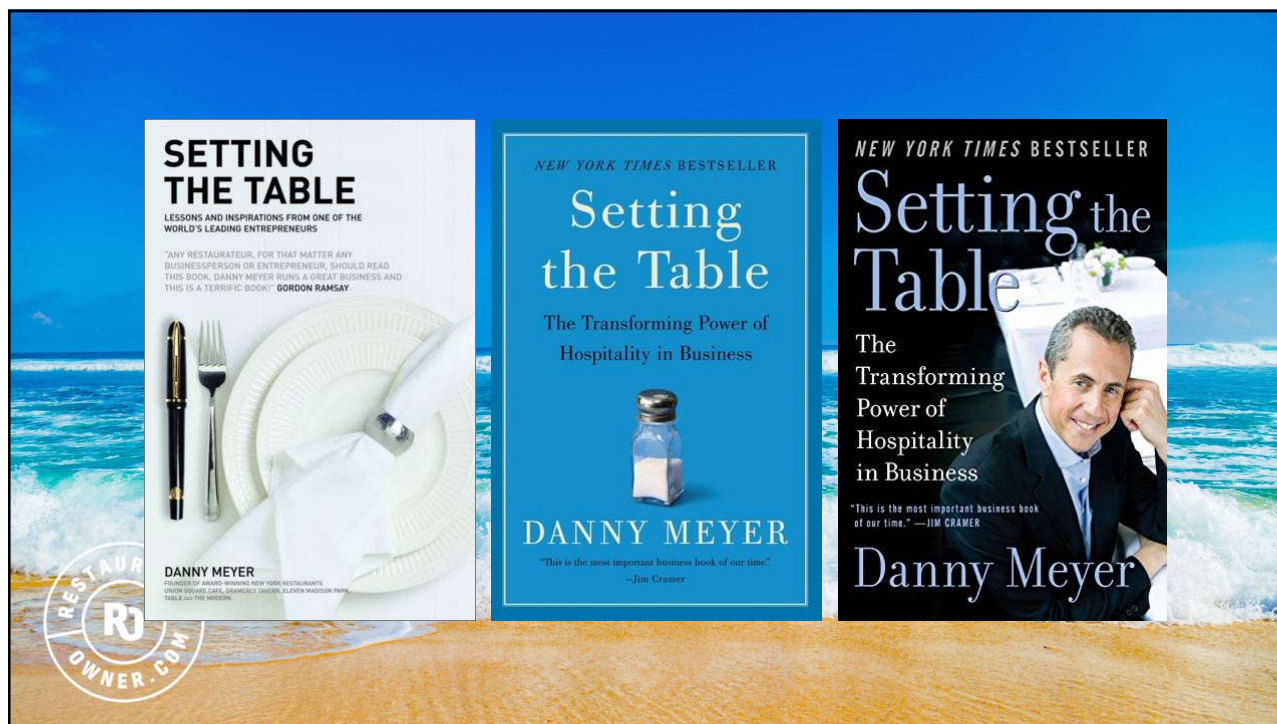
What's Your Attitude?

POSITIVE

- ✓ A normal part of business



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What's Your Attitude?

POSITIVE

- ✓ A normal part of business
- ✓ A gift



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Why Complaints are Gifts



Out of 20 guests with a problem,
how many complain?



What do the “nice” customers do?

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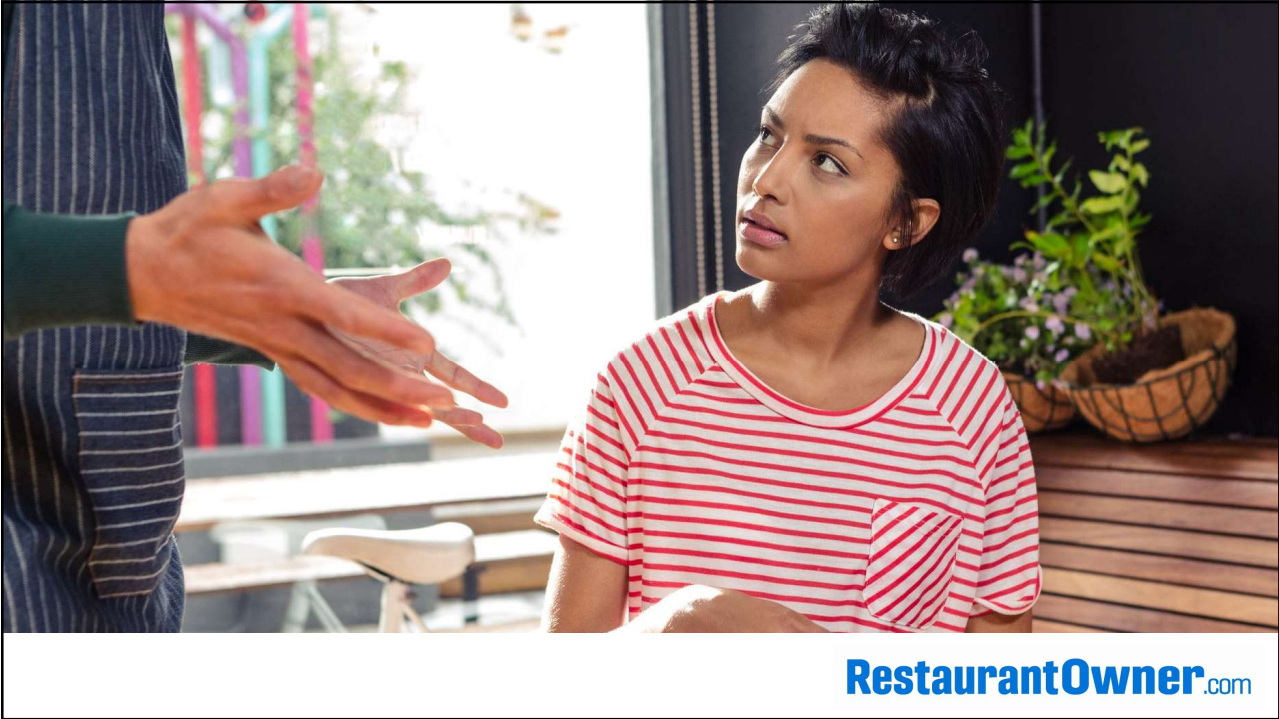
What's Your Attitude?

POSITIVE

- ✓ A normal part of business
- ✓ A gift
- ✓ Opportunity to exceed expectations



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What's Your Attitude?

POSITIVE

- ✓ A normal part of business
- ✓ A gift
- ✓ Chance to exceed expectations
- ✓ An insight to get better
- ✓ Opportunity to support your team

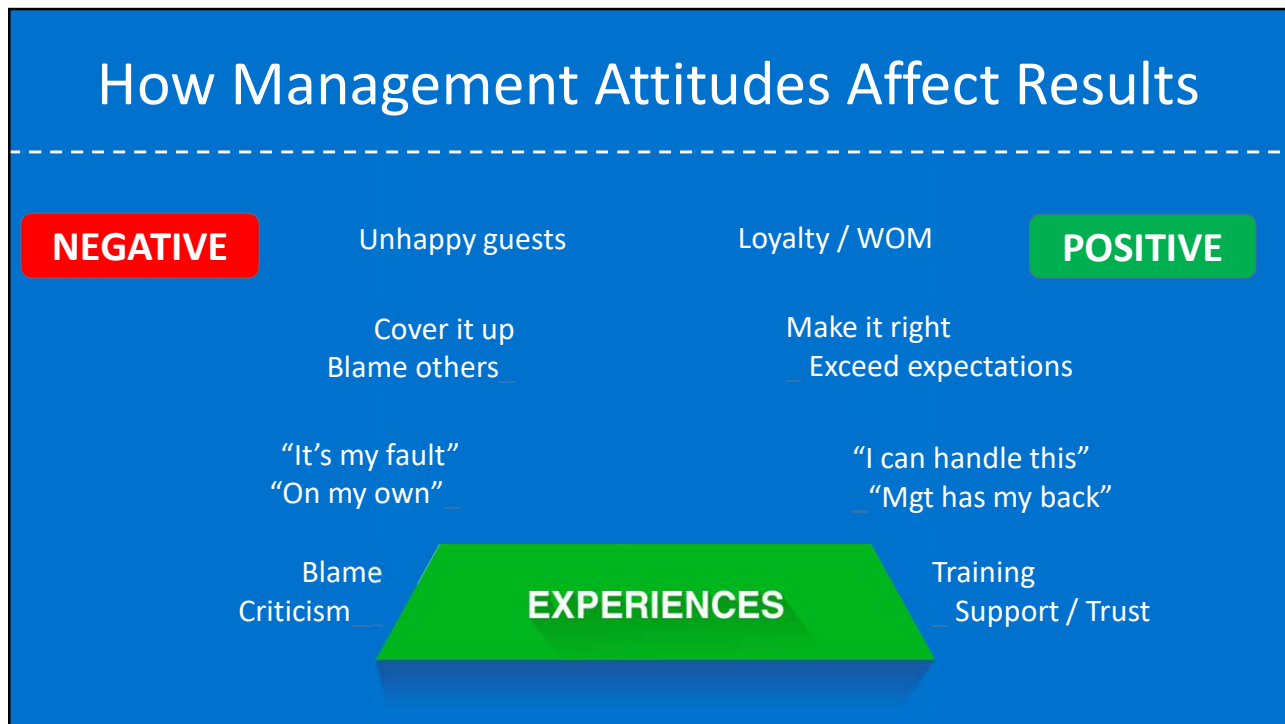


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Financial Impact of Handling Complaints

Lifetime Value of a Loyal Guest

| | |
|------------------------------------|---------------|
| Per Person Average (PPA) | \$ 15.00 |
| Average # of Visits Per Month | 2.0 |
| Sales Per Loyal Guest Per Year | \$ 360 |
| Average Number Of People Per Table | 2.3 |
| Sales Per Year | \$ 828 |



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Lifetime Value of a Loyal Guest

Assuming 1 Referral Per Loyal Guest Per Year -

| | # of | |
|---------|--------|--------|
| | Guests | Year 1 |
| Guest 1 | 1 | 828 |

Total Sales Year 1 - \$828



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Lifetime Value of a Loyal Guest

Assuming 1 Referral Per Loyal Guest Per Year -

| | # of | | |
|---------|--------|--------|--------|
| | Guests | Year 1 | Year 2 |
| Guest 1 | 1 | 828 | 828 |
| Guest 2 | 2 | | 828 |

Total Sales Year 2 - \$1,656




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Lifetime Value of a Loyal Guest

Assuming 1 Referral Per Loyal Guest Per Year -

| | # of | Year 1 | Year 2 | Year 3 |
|-------------|--------|--------|--------|--------|
| | Guests | | | |
| Guest 1 | 1 | 828 | 828 | 828 |
| Guest 2 | 2 | | 828 | 828 |
| Guest 3 - 4 | 4 | | | 1,656 |

Total Sales Year 3 - \$3,312




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Lifetime Value of a Loyal Guest

Assuming 1 Referral Per Loyal Guest Per Year -

| | # of | Year 1 | Year 2 | Year 3 | Year 4 |
|-------------|--------|--------|--------|--------|--------|
| | Guests | | | | |
| Guest 1 | 1 | 828 | 828 | 828 | 828 |
| Guest 2 | 2 | | 828 | 828 | 828 |
| Guest 3 - 4 | 4 | | | 1,656 | 1,656 |
| Guest 5 - 8 | 8 | | | | 3,312 |

Total Sales Year 4 - \$6,624




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Lifetime Value of a Loyal Guest

Assuming 1 Referral Per Loyal Guest Per Year -

| | # of | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|--------------|--------|--------|--------|--------|--------|--------|
| | Guests | | | | | |
| Guest 1 | 1 | 828 | 828 | 828 | 828 | 828 |
| Guest 2 | 2 | | 828 | 828 | 828 | 828 |
| Guest 3 - 4 | 4 | | | 1,656 | 1,656 | 1,656 |
| Guest 5 - 8 | 8 | | | | 3,312 | 3,312 |
| Guest 9 - 16 | 16 | | | | | 6,624 |


Total Sales Year 5 - \$13,248



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Lifetime Value of a Loyal Guest

Assuming 1 Referral Per Loyal Guest Per Year -



| | # of | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total |
|--------------|--------|--------|--------|--------|--------|--------|--------|
| | Guests | | | | | | |
| Guest 1 | 1 | 828 | 828 | 828 | 828 | 828 | 4,140 |
| Guest 2 | 2 | | 828 | 828 | 828 | 828 | 3,312 |
| Guest 3 - 4 | 4 | | | 1,656 | 1,656 | 1,656 | 4,968 |
| Guest 5 - 8 | 8 | | | | 3,312 | 3,312 | 6,624 |
| Guest 9 - 16 | 16 | | | | | 6,624 | 6,624 |
| Annual Sales | | 828 | 1,656 | 3,312 | 6,624 | 13,248 | 25,668 |

Total Lifetime Sales Impact

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Responding to Complaints

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1. Acknowledge

Primary Objective

The guest IMMEDIATELY sees that this is important to you and you're on "THEIR" side.

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Acknowledging a Complaint



The guest gets your 100%, undivided attention

- Direct eye contact
- Actively listen
- Let them vent

Take responsibility

- Who's at fault doesn't matter
- Don't make excuses or try to explain

If it's food or beverage related

- Remove it immediately



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What have you learned to
NEVER do when
acknowledging a complaint?

(please reply in question/chat field)



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2. Apologize



Key Point: You've GOT to mean it!

"I apologize for your food taking this long."

"I'm so sorry your steak was overcooked."



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Calming Language

"I'm so sorry, I'm here to help."

"I understand and I apologize for the inconvenience."

"This is important, please tell me what happened."

"No wonder you're frustrated, I would be too."



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Dealing With Difficult Guests

Management has their back!

Your People Should Know

When nothing makes a guest happy

When a guest displays intimidating behavior

When a guest can't control their emotions

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Dealing With Difficult Guests

3 Steps:

1. Acknowledge
2. Apologize
3. Get a manager to "help" them

Management's #1 job in these situations is to "support & protect" your team!

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3. Act

Goal: Make it right & exceed expectations

1. Recommend a generous solution
2. If you're not sure, it's okay to ask
3. Take care of guests with no food
4. Communicate comps ASAP
5. Offer something for the "hassle"



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What else do you find is
important/helpful when resolving
a complaint?

(please reply in question/chat field)



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3. Act

Goal: Make it right & exceed expectations

1. Recommend a generous solution
2. If you're not sure, it's okay to ask
3. Take care of guests with no food
4. Communicate comps ASAP
5. Offer something for the "hassle"



Do you empower your frontline team to make this call?



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Empowering Frontline Staff



*"At Zingerman's, we authorize our staff to do **whatever they think needs to be done** to make a dissatisfied guest happy. You read that right. Refund money. Replace product. Deliver a new order. Get a manager. Or even all of the above."*

Zingerman's
roadhouse

Zingerman's
DELICATESSEN

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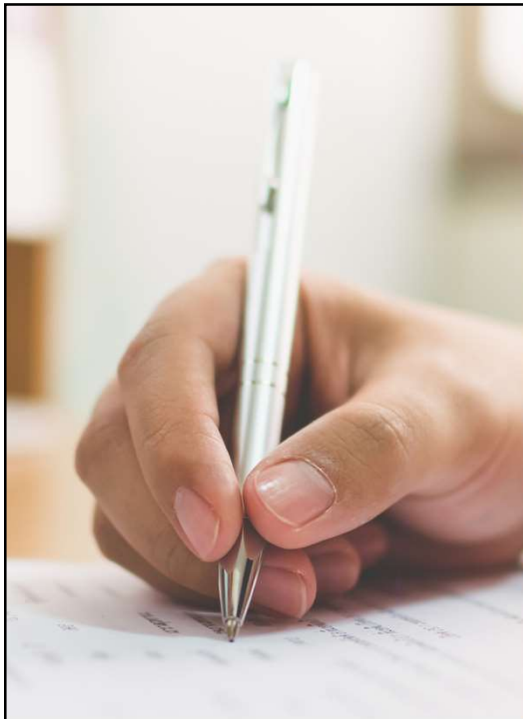
Thank the Guest

"Thank you so much for telling me."

"As hard as it is to hear, I'm so glad you told me about this."

"I really appreciate you giving me the opportunity to fix this. Thank you so much for letting me know."

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Write It Down

Can help you . . .

1. Fix your systems
2. Capture success stories
3. Protect yourself from serial complainers

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CODE RED FORM

1. What Happened?

INITIAL GUEST MOOD

Please check all that apply!

Furious

Very Upset

Medium Upset

Annoyed

Calm

Happy

(mark your response)

Facility

Parking lot

Dining room

Restroom

Other

Food/Beverage

Wrong product

Items left off

Not prepared right

Wrong temperature

Didn't taste good

Foreign object

Sold out

Dirty tableware

Other

Service

Long wait

Didn't meet expectations

Other

Explain the key details that will help us learn from this and, if necessary, to follow up with guest:

2. What did you do?

After apologizing, what did you do to make it right?

Replaced product

Comped product

Free drinks/appetizer/dessert

Free entree'

Discount

Gift certificate

Other (please explain)

Was management involvement needed? Y/N If yes, explain:

3. What follow-up is needed?

What further action should we take to go the "extra mile" for the guests?

4. What did it cost?

| | | |
|-----------------------|-----------|-------|
| Cost of Food/Beverage | \$ | _____ |
| Labor | \$ | _____ |
| Delivery | \$ | _____ |
| Gift Certificate | \$ | _____ |
| Refund | \$ | _____ |
| TOTAL | \$ | _____ |

Guest Info (when appropriate)

Name: _____ Phone: _____

Address: _____ City: _____

State: _____ Zip: _____ Email: _____

Your Info

Name: _____

Incident Date: _____ Time: _____ am/pm

Location: _____

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Code Red Form

1. What Happened?

INITIAL GUEST MOOD

Please check all that apply!

Furious

Very Upset

Medium Upset

Annoyed

Calm

Happy

(mark your response)

Facility

Parking lot

Dining room

Restroom

Other

Food/Beverage

Wrong product

Items left off

Not prepared right

Wrong temperature

Didn't taste good

Foreign object

Sold out

Dirty tableware

Other

Service

Long wait

Didn't meet expectations

Other


Explain the key details that will help us learn from this and, if necessary, to follow up with guest:

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Code Red Form



2. What did you do?

After apologizing, what did you do to make it right?

- Replaced product
- Comped product
- Free drinks/appetizer/dessert
- Free entree'
- Discount
- Gift certificate
- Other (please explain)

FINAL GUEST MOOD

Furious _____

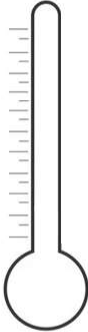
Very Upset _____

Medium Upset _____

Annoyed _____

Calm _____


Happy _____



Was management involvement needed? Y/N If yes, explain:

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Code Red Form



3. What follow-up is needed?

What further action should we take to go the "extra mile" for the guests?

Guest Info *(when appropriate)*

Name: _____ Phone: _____

Address: _____ City: _____

State: _____ Zip: _____ Email: _____

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Code Red Form

4. What did it cost?


| | |
|-----------------------|-----------------|
| Cost of Food/Beverage | \$ _____ |
| Labor | \$ _____ |
| Delivery | \$ _____ |
| Gift Certificate | \$ _____ |
| Refund | \$ _____ |
| TOTAL | \$ _____ |

Your Info

Name: _____

Incident Date _____ Time _____ am/pm

Location: _____




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CODE GREEN FORM

Whenever a guest gives us a compliment or tells us that something we've done has exceeded their expectations, we want to capture it, so we can share the good news and positive feelings with others on our team. Using this form will help make that happen more often.

1. What Did We Do Exceptionally Well?

| | | | | | | | |
|--|---|--|--|--|---|--|--|
| <p>LEVEL OF DELIGHT</p>  <p style="font-size: x-small; text-align: center;">(mark your response)</p> | <p>What Impressed Them?</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>Service</p> <p><input type="checkbox"/> Timing</p> <p><input type="checkbox"/> Competence</p> <p><input type="checkbox"/> Responsive</p> </td> <td style="width: 50%; vertical-align: top;"> <p>Food/Beverage</p> <p><input type="checkbox"/> Quality</p> <p><input type="checkbox"/> Best Ever</p> <p><input type="checkbox"/> Unique</p> </td> </tr> <tr> <td style="vertical-align: top;"> <p>Hospitality</p> <p><input type="checkbox"/> Friendly</p> <p><input type="checkbox"/> Caring</p> <p><input type="checkbox"/> Personal Attention</p> </td> <td style="vertical-align: top;"> <p>Facility</p> <p><input type="checkbox"/> Clean</p> <p><input type="checkbox"/> Comfortable</p> <p><input type="checkbox"/> Atmosphere</p> </td> </tr> <tr> <td colspan="2"> <p>Other</p> <p><input type="checkbox"/> Overall Experience</p> <p><input type="checkbox"/> Value</p> <p><input type="checkbox"/> Other</p> </td> </tr> </table> | <p>Service</p> <p><input type="checkbox"/> Timing</p> <p><input type="checkbox"/> Competence</p> <p><input type="checkbox"/> Responsive</p> | <p>Food/Beverage</p> <p><input type="checkbox"/> Quality</p> <p><input type="checkbox"/> Best Ever</p> <p><input type="checkbox"/> Unique</p> | <p>Hospitality</p> <p><input type="checkbox"/> Friendly</p> <p><input type="checkbox"/> Caring</p> <p><input type="checkbox"/> Personal Attention</p> | <p>Facility</p> <p><input type="checkbox"/> Clean</p> <p><input type="checkbox"/> Comfortable</p> <p><input type="checkbox"/> Atmosphere</p> | <p>Other</p> <p><input type="checkbox"/> Overall Experience</p> <p><input type="checkbox"/> Value</p> <p><input type="checkbox"/> Other</p> | |
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| <p>Other</p> <p><input type="checkbox"/> Overall Experience</p> <p><input type="checkbox"/> Value</p> <p><input type="checkbox"/> Other</p> | | | | | | | |

Briefly describe the situation:

2. Who Contributed?

What Team Members played a role in delighting the guests?

Kitchen

Greeters

Service Staff

Dishwashers/Bussers

Management

Team Members deserving recognition:

If one or more Team Members went above and beyond for our guest(s), please explain:

Guest Info

Name: _____ Phone: _____

Address: _____ City: _____

State: _____ Zip: _____ Email: _____

Your Info

Name: _____

Incident Date _____ Time _____ am/pm

Location: _____

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Online Course
for Managers,
Trainers & Staff



**How to Handle
MISTAKES
and
COMPLAINTS**



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Customer Service & Hospitality Training










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The Basics of Portion Control
What everyone in the kitchen should know!
en español

MENU ITEM BUILD CHARTS
The Key to ACCURATE, CONSISTENT Preparation
en español

Shelf To Sheet
Know EXACTLY What Is In Your Inventory
en español

Knife SHARPENING Skills
For the Entire Kitchen Team
en español

Essential FOOD LABELING Practices for EVERYONE in the BACK-OF-HOUSE
en español

Online training for your Kitchen Team!
(English & Spanish)

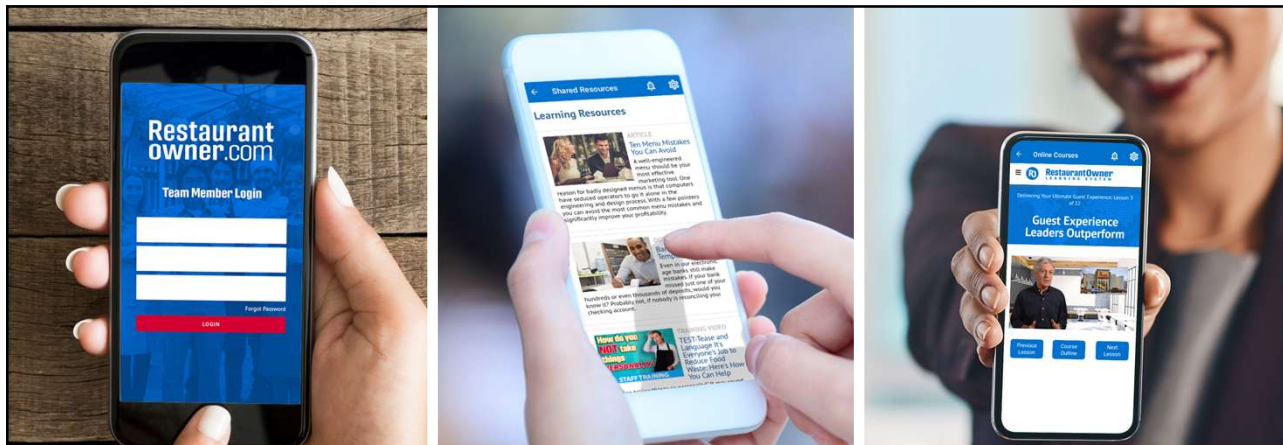
Receiving Best Practices Prevent Big Losses at Your Back Door
en español

FIRST IN, FIRST OUT
An Inventory Practice EVERYONE in Your Kitchen Should Know
en español

Safe Minimum Cooking TEMPS
en español

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Turning Disappointed Diners Into Loyal Guests

Q&A





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Turning Disappointed Diners Into Loyal Guests

Training Best Practices For Handling Mistakes & Complaints





Thanks for attending!

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