



4 Remarkable Service

INSTRUCTORS GUIDE

Maximizing Sales

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Welcome and Introduction

SESSION PURPOSE

The session is designed to train waitpeople in a sales-oriented approach to waiting on diners. It aligns participants with the three restaurant goals of maximizing food sales, creating customer advocacy, and building service team retention.

This session is designed to follow The Elements of Service. It will expand on and reinforce some of the concepts introduced in The Elements of Service.

SESSION OBJECTIVES

Starters:

- Discuss the sense in which being a waitperson makes you an independent contractor
- Provide examples of the way a small increase in customer checks can add up to a big increase in restaurant sales and a resulting big increase in tips

Specialities:

- Discuss several general techniques for increasing sales

Main Courses:

- Discuss the ways in which the initial customer impression can lead to increased sales
- Determine customer desires during the initial encounter with the customer
- Suggest appropriate drinks and appetizers
- Sell entrees, side dishes, and wine
- Satisfy customer needs during the meal
- Sell after-dinner drinks and desserts
- Encourage people to return
- Encourage people to request your service

Notes:



Welcome and Introduction



5 Minutes

WELCOME Welcome to training on how to maximize sales.

EXPLAIN The length of the session is 2 hours. Everyone should have a workbook for this session. As a prerequisite, you should be familiar with the contents of the previous session, The Elements of Service.

INSTRUCTOR NOTE If participants do not yet know each other or you, introduce yourself and share a little about your background. Invite each participant to introduce himself or herself.

Session Purpose

EXPLAIN This session is targeted toward waitpeople, both new and experienced. It is designed to teach you the ways in which you can increase, or Maximize sales at your restaurant. As you increase sales, you will also be increasing your tips and providing the customer with a positive dining experience while making your restaurant more successful.

EXPLAIN By the conclusion of this session, you will know how to sell throughout the service cycle. You will know general selling techniques useful anytime during the cycle and specific sales techniques for different stages of the cycle.

EXPLAIN This session includes discussion, skill-practices, and written exercises. These enable you to confirm your understanding of the subject matter. Discussion enables you to contribute ideas and learn from other people's ideas. Skill practices enables you to try out what you learn. This way, you can be certain that you understand it correctly and that you have some practice actually performing the procedures before you perform them for customers. Written exercises provide a way of confirming that you understand the concepts.

THE NUMBERS GAME

Think of a restaurant as a piece of real estate, a retail mall. Each section is like a store that the waitperson franchises from the owner of the mall.

The owner of the mall is going to be concerned with these issues:

- How well does the tenant maximise the sales per square foot in his or her store?
- How well does the tenant maintain the appearance of his or her store?
- How well does the tenant understand the issues connected with making the entire piece of real estate profitable?

The restaurant owner is concerned with these equivalent issues:

- How well does the waitperson maximize food sales in his or her section of the restaurant?
- How attractive does the waitperson keep his or her section of the restaurant?
- Does the waitperson understand the necessity for achieving high food sales so that the restaurant is a profitable business?

In the typical restaurant, only 4% of revenue is profit.

AN EXERCISE TO THINK ABOUT

Translate the generalities of restaurant economics into the specific economy of your restaurant. Imagine doing the following:

- Selling on additional appetizer per hour
- Selling one additional dessert per hour
- Upselling one mixed drink to a call liquor per hour

Multiply the sale by the number of hours during your shift, the number of shifts you work during a week, and the number of weeks you work during a year.

Multiply that by the average percent of your tip.

Consider the result.

Notes:



An Exercise to Think About

EXPLAIN These ideas are clearer if you have some actual figures to look at and think about.



Activity: How Sales Add Up



6 Minutes



EXPLAIN Let's translate the generalities of restaurant economics into the specifics of the economy of this restaurant. Let's take a few items and figure out how much you can increase both the restaurant revenue and your tips by selling more of them.

ASK What is the price of an average appetizer?

EXPLAIN Let's suppose you can sell one additional appetizer per hour during your shift, and that your shift is 6 hours long, 5 days a week. That's 30 appetizers per week.



Flip Chart: How Sales Add Up

INSTRUCTOR NOTE On the flip chart page, multiply the price of an average appetizer by 30. Use a round figure for the appetizer price both to speed things up and to keep the figures simple and striking. Then multiply that by 52 weeks per year. Point out the increase in revenue for one week and for one year. Then, take the weekly amount and multiply that by 15% and again by 20%. Point out the increase in tips for one week. Do the same for one year. Circle the relevant figures.

INSTRUCTOR NOTE Repeat this for a dessert. If your restaurant sells alcohol, repeat it for upselling one mixed drink to a call liquor.

EXPLAIN You can see immediately the difference for both the restaurant and yourself, for making just one additional sale per hour. Now think about the change that can result if you can make multiple additions or upsells during your shift. The change in your income can be substantial.

AFTER MAIN COURSES, YOU WILL BE ABLE TO DO THE FOLLOWING:

- Discuss the ways in which the initial customer impression can lead to increased sales
- Determine customer desires during the initial encounter with the customer
- Suggest appropriate drinks and appetizers
- Sell entrees, side dishes, and wine
- Satisfy customer needs during the meal
- Sell after-dinner drinks and desserts
- Encourage people to return
- Encourage people to request your service

PREPARATION

During the Preparation stage, you set the stage for your incoming interaction with the customer. You want to ensure a positive first impression:



- Make sure everything is clean. If the dining area isn't clean, the customer will worry about the condition of the kitchen.
- Make sure table tents or other displays of menu items are prominently displayed.
- Learn the daily specials and think about appealing ways to describe them. Ask the chef for samples so that you'll be able to describe them to customers.

Notes:



TIME



FLIP CHART



DISCUSSION



ACTIVITY



WRITTEN EXERCISE



QUESTION



DEMONSTRATION

Main Courses



54 Minutes

INSTRUCTOR NOTE Throughout the Main Courses section, examples are used to make various points clearer and more solid. Substitute your own examples, appropriate for your restaurant.



Flip Chart: The Service Cycle

EXPLAIN Let's look now at the Service Cycle. You learned the stages of the cycle during The Elements of Service. To refresh your memory, there are six stages:

- Preparation
- Greeting and Drink Order
- Drink Service and Food Order
- Food Service
- After-Dinner Service
- Check and Farewell

EXPLAIN Each stage offers you opportunities to increase sales, not always by actually selling but in some cases by performing actions that can lead to future sales. Let's go through each stage to examine the opportunities and possibilities.

Preparation

EXPLAIN During the Preparation stage, you don't actually interact with the customer, but you set the stage for your upcoming interaction. You want the customer's first impression to be as positive as possible.

EXPLAIN Everything should be clean. If the dining area and waitperson aren't clean, the customer will worry about the condition of the kitchen, which certainly won't inspire him or her to make food purchases. Your appearance should be neat and appropriate to your restaurant. If your restaurant uses table tents or other displays of menu items, make sure they are prominently displayed.

EXPLAIN This is also the time to learn the daily specials and think about appealing ways to describe those specials. If you haven't tasted them, ask the chef for samples so that you'll be able to describe them to customers.

SUMMARIZE The effort you put in during this stage can increase sales and tips because a clean, attractive environment will make a positive impression on the customer and because increasing your knowledge of the available items will enable you to guide the customer through a positive dining experience.