

*Now
That's*
**QUICK
SERVICE
THAT
SELLS!**[®]

*The Art of Managing
the Sizzle
for Quick-Service
Restaurants*

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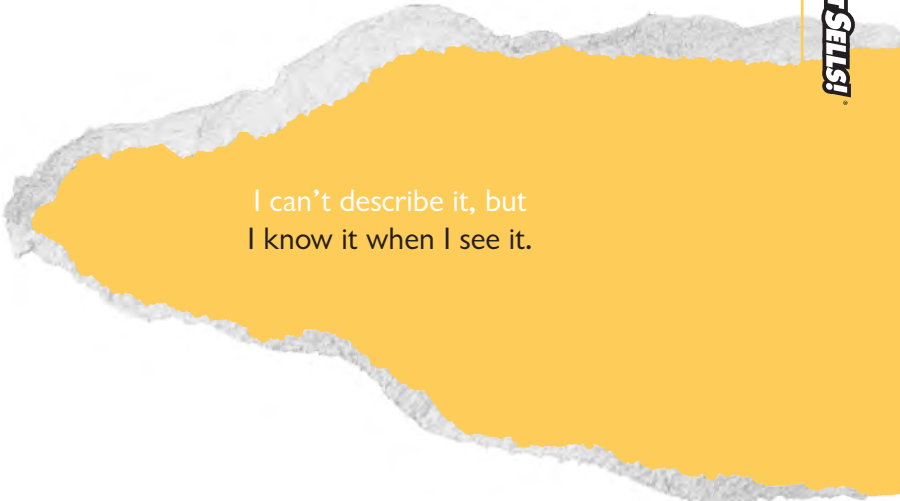
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Hospitality



I can't describe it, but
I know it when I see it.

Managers who focus on sales, profits and managing service will struggle to prosper in the long term. It's too easy to be replicated. Competitors will just come along and mimic the tangible — the menu and the prices. Shoot, they may even lower the prices.

It's difficult, on the other hand, to copy the *intangible* — the hospitality your crew delivers on a daily basis. Hospitality drives sales and profits, not the other way around. It's the difference maker, the catapult to greater heights.

The words **service** and **hospitality** tend to be used interchangeably, but they're very different. Service involves steps and tasks to fill a need. A vending machine dispensing a soda is service. Delivering food is service ("Here's your order."). Hospitality is the desire to serve others. It's the flair and personalization of going through the service steps in a unique manner ("One hot delicious chicken combo meal for you, Mr. Smith!"). It's the sizzle that makes you say: "Wow, that place gets it!"



At every contact point guests have with crew, facility and product, they form opinions that sizzle, fizzle or come off neutral. Delivering *Quick Service That Sells!* hospitality ensures those impressions *sizzle*.

Think “three-second sizzle” at each contact point. Encourage your crew members to ask themselves: What can I do right now to delight this guest? Going through the motions and nothing more will make your restaurant just another choice in the marketplace (or one to avoid).

The problem is, **employees and managers often don’t know what hospitality looks or sounds like.** It’s three-dimensional, not merely words in a book. Tone, body language and actual spoken words determine if it is indeed hospitality or another robotic cashier reciting canned sayings mandated by management. Hospitality is a choice, a state of mind. It’s not a program to be implemented and quickly forgotten — it’s who you are.

The ideas presented in these pages must be practiced with your crew. Reading words and repeating them to guests without flair, passion or sincerity is actually worse than saying nothing at all. Guests can smell a phony a mile away.



See Appendix A for a Crew Training Handout to help train your staff.

The best way to master the art of delivering hospitality is to experience it firsthand.

There are **two** alternatives:

send employees to observe restaurants skilled at hospitality

or

use your own hospitable environment as a teaching tool.

If you send employees elsewhere, it's critical to review the visit and relate the experience to their own workplace situation. If you opt for an in-house approach, set up a series of role-plays during which employees can begin to understand the difference between service and hospitality.

For example, greeting guests the proper way instead of chirping: "Next," "Can I take your order?" or "For here or to go?" The three-second sizzle sounds much better: "Welcome! Have you been here before or can I make a few suggestions?"

Guests form opinions within seconds — seconds waiting to be acknowledged, to place an order, to get their food. Eye contact and a warm smile go a long way in helping guests form a positive impression. A "smiling" voice on the phone helps, too. These simple behaviors also minimize dead time and underscore your restaurant's hospitality focus.

Typically, employees today don't have a hospitality skill set when they arrive. They've grown up watching TV personalities and athletes talking smack, being rude, using slang and dressing differently. It's up to managers to teach the right way of doing things.

With the understanding that restaurant concepts have different types of guests and levels of expectations, here are a few words of advice to enlighten the crew:

Avoid terms such as:

“Dudes,” “man” or “guys” (“Hey, guys!” when it’s a family ordering).

“Cool,” “awesome,” “kickin,” “wicked.”

“Whatever,” “OK,” “No problem (when used instead of “You’re welcome”).”

“No” or “Can’t.” Teach employees to offer alternatives: “What we can offer is...” Or: “What I can do for you is...” Or: “Yes, for a slight charge.”

“It’s our policy.” Yeah, and it’s the guest’s policy not to return when treated in this manner.

To help your crew move from service to hospitality, role-play various interactions. Once again, think three-second sizzle. There isn't time for drawn-out interactions in many cases. You have to wow guests quickly. Consider using a camcorder or “spy-cam” shooting from the point of view of the role-playing guests. This will allow employees to see what they look like through the eyes of those they’re serving.

When this is done, typical employee responses heard are: “I didn’t know I sounded like that.” “Wow! Look how I’m holding my arms, I look mad.” “Do I really sound like that?” “The second way sounds much more friendly.” And so on. If a picture is worth 1,000 words, video is worth 10,000.



Let's go to the videotape.

Cashier or Drive-Thru Attendant

The cashier or drive-thru attendant often provides the first and last impression guests have of a restaurant. And those impressions stick, especially if they're unique — positively or negatively. Too frequently, guests are greeted with bland, insincere welcomes.

Be specific with employees or the following will be heard:

Typical Cashier or Drive-Thru Interactions

- "Ready to order?"
- "For here or to go?"
- "Next!"
- "Would you like to try our _____?" (scripted, robotic and mechanical).
- Blank stare at guests until they place the order.
- Head down focused on the POS terminal. Occasional grunt of "OK" to confirm the order.
- No suggestions or inadequate ones: "Anything else?" "Is that all?" "You don't want any dessert, do you?" "Would you like to make that the larger size?" (More on this subject later.)
- No repeat of the order to ensure accuracy.
- Guests hear total, receive change, then are told to step aside.
- The food delivery sequence isn't explained.

Quick Service That Sells! Cashier Interactions

- “Welcome! How is everyone today?”
- “The best deal we have is...”
- “What are you in the mood for?”
- “Have you ever eaten here before?”
- “Hey, kids — are you ready for one of our great kid’s meals?”
- Menu guidance is given to first-time guests — most popular items, items the restaurant is known for or the best deals.
- Smiles and eye contact.
- Guest choices are reassured.
- Appropriate suggestions are made in guest-friendly terms. For example, “Would you like to try our large size value meal or save 49 cents and order the regular size?”
- Food delivery sequence is explained if necessary.
- Guests are thanked and told to enjoy their visit!

Now That’s Quick Service That Sells!



Typical Body Language

- Frowns, twirling hair, chatting with other employees.
- Leaning on register.
- Arms crossed.
- Waiting for guests to initiate conversation or eye contact.
- Mechanical, robotic and/or standoffish.
- Sloppy, unprofessional appearance.

Quick Service That Sells! Body Language

- Smiles.
- Willingness to approach guests and initiate conversation.
- Eye contact with every guest.
- Glad guests are visiting.
- Professional and polished.

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Typical Grooming

- Sloppy uniforms and personal appearance — shirts untucked, dirty or wrinkled, hair, jewelry and shaving standards not followed or very lax.
- No smiles.
- Old, worn out uniform parts.
- No attention to detail about themselves or the uniform.

Quick Service That Sells! Grooming

- Fresh, crisp uniforms.
- Detail to personal appearance — head to toe.
- Smiles!
- 100% compliance of uniform standards and grooming standards.

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