

The relevant recommendations section in your Silent Customer reviews is always a focus area for Ops Managers and Directors. This is because it is a measurable benchmark of how capable you are in increasing spend per head.

Team members need good product knowledge to be able to describe and enthuse but often don't know what many of the dishes taste like. A lack of upselling is also often due to a lack of confidence in knowing where to start a conversation that leads to a recommendation. And, what happens if the customer doesn't like their suggestion?

Appropriate upselling can enhance the overall customer experience and provides an opportunity to initiate conversation and engagement.

Produce

Read out the first paragraph at the top of this sheet. Pull out all the positive comments associated with the upsell questions in previous reviews and read them out. Do not mention the comments where a team member has lost a point. We focus on learning from positive behaviours.

Explore

Ask them what they understand 'relevant recommendations' to mean and ask for some examples. Try not to jump in before someone has spoken up. It may feel like an uncomfortable silence to you, but they will be processing your question.

Ask them what items they could recommend, with which dishes and why they go well together.

Discuss when would be appropriate to suggest or recommend, as well as times and situations when it would not be appropriate or relevant to upsell.

Ask some of the more confident, experienced team members what phrases they might use to tempt customers.

Never tell someone they are wrong, as you will put others off from making suggestions. Just say, "Thank you" and ask, "Anyone else?"

Practise

• **Who can sell the most of [] by the end of the shift?**

Upselling can be very difficult for team members who:

- Don't have adequate menu knowledge or haven't tasted anything on the menus.
- Are a little shy or introvert or lack confidence in the English language.
- Consider those who may have these disadvantages and pick something that they can all upsell to make it fun and inclusive.

Depending on the skill of your team, it could be as easy as mineral water, or more fun and challenging like an espresso martini. Make sure they have the autonomy to take something off the bill if they recommend something and the customer doesn't like it.

At the end of the shift, ask the team to share their experiences and what they have learnt. Make sure you thank them and tell them what a great job they did. We are always more willing to go the extra mile when we feel like our efforts are appreciated.



SILENT CUSTOMER P.E.P TALK TOOL KIT RELEVANT RECOMMENDATIONS

Date:

List the names of the participants on this sheet. Ensure the winner is recognised with something tangible, such as a voucher.

Participants:

Notes/Comments: