

## Service - Mapping

<b>WHY</b>	<p>From a customer point of view, it is pretty obvious what good service looks like Vs poor one. One main obstacle team members may encounter when trying to deliver great service is the lack of time to do so. Too many customers? Too many things to do at the same time? Good news, there is a way to make it all happen! It consists in working smarter, not harder.</p> <p>This short course will allow team members to create and follow service maps, enabling them to deliver better service, quicker, without running like headless chickens.</p>
<b>WHO</b>	<p><b>Audience:</b></p> <ul style="list-style-type: none"> <li>- Hospitality professionals of all levels</li> <li>- Anyone curious about service</li> </ul> <p><b>Facilitator:</b></p> <ul style="list-style-type: none"> <li>- Self-learning</li> <li>- Managers of all levels</li> </ul>
<b>WHAT</b>	<p><b>Content includes:</b></p> <ul style="list-style-type: none"> <li>- What bad service looks like</li> <li>- Service mapping</li> </ul> <p><b>Content length:</b></p> <ul style="list-style-type: none"> <li>- Approximately 30 minutes</li> </ul>
<b>HOW</b>	<p>1<sup>st</sup> Read content and select what you believe to be useful for you/your team</p> <p>2<sup>nd</sup> Decide what element you/your team will apply and make a plan</p> <p>3<sup>rd</sup> Set a deadline for application to be reviewed</p> <p>4<sup>th</sup> Review results, amend methods according to specific needs and apply again until satisfied</p>
<b>PLUS</b>	<p><b>Internal resources:</b></p> <ul style="list-style-type: none"> <li>- Although each course can be taken independently, the courses on <b>Customer Journey</b> and <b>Sales Techniques</b> will prove essential in conjunction to this course</li> </ul>

## What bad looks like?

We've all been in a restaurant, a bar or a café and received poor service from someone who actually tried hard to provide a good one. Items were forgotten; there were mistakes.

This is what bad looks like:

- Sweaty waiter greets guests at the door, without proper eye contact
- Rushed to the first table available, without checking if guests are happy there
- Given the menu but not told about shortages, nor offered nibbles/aperitifs
- Guests waiting ages to get someone to come take the order
- Waiter interrupted while taking the order, leaving and coming back, eventually
- Waiter not writing down the order, forgetting an item, not repeating the order
- Guests served food before drinks
- Guests some of the items, having to wait for sides or dishes
- Food served cold
- Waiter spilling drinks as he rushes to serve guests

The list goes on... none of the above are the result of a lack of will, but a lack of method.

## How do we achieve great service - mapping

As most secrets in the hospitality industry, the solution is often counterintuitive. The secret to better and faster service is to slow down.

- Physiological needs

Like most people, I started working in restaurants in my 20s. I was full of energy and frankly I was the prototype of the 'headless chicken', running around in my station, trying to catch up with time to serve everyone. I was not very good. These times taught me how to apologise (see Customer Complaint section).

What I have learnt though is that, while I was running around, my body adapted. I became a sort of athlete, as most of blood was used in my arms to carry more, in my legs to walk faster... Sadly it works and soon you can walk fast for long periods of time, carrying more plates, heavier trays. This does not help. Less blood was allocated to my brain, to think and organise the service calmly and efficiently.

- Sequencing

Thankfully my elder colleagues found me nice to work with (see Team Work section) and after much joy of seeing me trying so hard and failing miserably, they finally revealed the secret of great service: anticipating customer's needs. I was playing catch up. They were ahead of the curve. I was working hard. They were working smart.

After much observation of the best waiters around me, I realised they all did the same things, in the same order. There was a pattern, a sequence, that allowed them to reduce considerably the amount of steps they were walking, therefore giving them more time with their guests at crucial times. They could anticipate their needs.

There are only a few rules: never walk empty handed. Always use a tray. Repeat orders. Take payment quickly. Give recommendations rather than ask people what they want.

Referring to the Customer Journey course, we have established there are 5 main steps waiters must go through to serve each guest:

1. Greeting/sitting
2. Placing the order
3. Serving
4. Clearing
5. Taking payment.

The perfect sequence to save time for team members is in a different order:

1. Serve
2. Greet/sit
3. Take payment
4. Place orders
5. Clear

- First, the waiter should walk into the station with food or drinks to bring to a table (never walking empty handed). If anything is missing, it can be fixed right there and then.
- Then, the waiter goes to a few tables for customer's satisfaction check. Including the one just served.
- Then, taking payment of whoever is ready to leave (the most impatient of all)
- Then, taking any orders, placing them through the system immediately, setting up the table accordingly
- Finally, clearing a table and walking out the station into the back of house area.

The temptation of giving the dessert menu to the customers we just cleared is high. Best is to come out the back of house with food/drinks to another table first, then aim at the table we cleared with menus (and make recommendations). This all sounds very scientific... and it is. One must save seconds every minute to be ahead of the curve. Working smart, rather than hard.