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Group 1) Welcoming, Greeting, Seating

	Situation / Complaint	Our Principle	Answer / Reply - Waiter - Waitress
1.	Guest enters the outlet	- Every customer is greeted even by service station - If he is a regular customer, greet him with his name or title - everybody likes to hear his own name	- Do not just say "Hi", but individual "Good Morning" "Good Afternoon" or "Good Evening" This is always in connection with Sir, Madam, etc
2.	Guest does not react to our greeting	- Greet the second time. Do not get upset	- As under situation #1
3.	Guest enters the outlet, and no hostess or manager is present	- the nearest attendant takes the responsibility of greeting and seating the customer and giving him the menu - Seating policy - If possible, let the guest choose the table	 Greeting as under situation #1 May I show you your table, Sir May I help you A table for how many Over there would be a nice seat The table near the window is still vacant
4.	Guest enters and does not want to be seated with the reason that he is looking for someone	- Help the guest find the person he is looking for In case the searched one cannot be found, offer the guest once more a seat.	- May I help you - Did you try to find him in the other restaurant? - (If not found) - Would you like to take a seat here, where the entrance can be seen?
5.	Unwanted customers	- Call the immediate attention of the manager	Answer - Outlet Manager - Call the guest aside - Do not give the reason why he is unwanted - If he is ill-mannered, drunk or behaves badly - Sorry the restaurant is fully booked - If necessary, call security
6.	The outlet is fully occupied	- We do not want the guest to leave our hotel	In a few minutes we will have a vacant table. Offer him a seat in a waiting area, lobby or bar Recommend one of our outlets and if possible bring him there and introduce him to the hostess
7.	The guest does not like the assigned table	It is our aim to satisfy the customers, therefore propose a	- (If the outlet is not heavily occupied)



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		suitable solution	"Where would you like to be seated?" - (If the outlet is full) - "In the meantime there is no other seat available, would you like to wait and have a drink in the lobby/ bar, till we have another table?
8.	The guest is seated	Immediately greet him and give him a menu You should immediately recommend an item, especially before dinner, a drink or suggest the daily special	- Greeting (see situation #1) - Would you care for a drink (Suggestions!)?
9.	Guest Complaint - Can't you see that the chair is dirty - Can't you see that the table is not properly balanced - Can't you see that there is no salt and pepper	On all complaints, you have to answer Do not just correct the mistake without saying anything.	- Excuse me, I will clean it immediately - Excuse me, I will take care of it immediately - Excuse me, I will get it right away.
10.	The table is not cleaned and the guest seats himself	Present the menu immediately to keep him occupied In the restaurants and bars, the guest should not sit at a dirty table	- Present him the menu, apologise for the dirty table and let him know that you will reset the table immediately and then take the order.
11.	The guest wants to book a table	- Take down: name, number of people, time, date, telephone number and name of organisation, if any.	- If you should not be able to make it on time, please inform us so we can keep your table
12.	The guest likes to book a specific table	- We will try our very best to satisfy the guest	- Let me find out if this table is still available and if so, you will certainly get it.



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13.	A guest has booked a table, but it was given to someone else by accident as the reservation was not executed	- Apologise immediately - Call the outlet manager	- I'm sorry, I was not informed but I will call the manager immediately Outlet Manager: I am sorry but we must have made a mistake. Would you kindly accept my apology. In a few minutes, however, I will have a vacant table. Would you mind having a drink at the bar while you are waiting?
14.	The guest reserved a table but came late and the table was given away	 Reserved tables should only be given thirty minutes over the actual time (mention when taking the reservation). Even though you apologise, try your best to find a table for him 	- I am sorry, but tables are usually kept for half an hour. But if you will give me a few minutes, I will try my best to find a table for you.
15.	A certain table is reserved for 1 p.m. and guest would like to sit there by 12	- We let him have the table but let him know the table is reserved for 1.00 p.m.	- Sir, I hope you won't mind but the table is reserved for I p.m. and by that time we will be needing it
16.	A guest reserves the table next to him for some friends during peak hours	- Accepted as soon as you need the table, call your outlet manager	I beg your pardon S/M but unfortunately I do need this table. Some guest are waiting to be seated and I am sure you will understand.



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Group 2) Recommending, Taking Orders

	Situation / Complaint	Our Principle	Answer, Reply - Waiter - Waitress
1.	Guest Question (What is good?)	- Make recommendations	- May I recommend our or the is always fresh, etc. Additional: With this dish, I would recommend a glass of wine.
2.	Guest seated at the table has no menu	- Any employee regardless of his/her position will hand over the menu to the guest	- Here is the menu. My colleague who is assigned to this table will take your order shortly
3.	Guest is studying the menu for a long time	- make recommendations	- May I recommend our or the is always fresh, etc. Additional: With this dish, I would recommend a glass of wine.
4.	Impatient guest	- Attend immediately	Bring to the guest's attention, either verbally or by nodding your head that you will attend to him as soon as possible. Afterwards, apologise for keeping him waiting
5.	Guest thinks our menu selection is too small	- Listen to the guest. The information might be useful	- Could you kindly tell me what is missing on our menu? We are always looking for new ideas.
6.	Guest would like to be advised. If the waiter is not capable he/she excuses themselves to the guest by saying they are new and immediately calls the manager	Every guest should be given recommendations. It is one of the main duties of the server to know the menu by heart	I am sorry, S/M our menu is very large and I am new here. I will call the restaurant manager who will be pleased to make recommendations to you.



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7.	Item which the guest would like is not available	 Server contacts the outlet manager who can solve the problem 	Excuse me S/M, I will call our manager who will know if the chef can make this item
8.	If the server makes recommendation, but the guest has already decided what he wants	- Do not hesitate to recommend items to the next guest	- May I take your order?
9.	Guest only wants to eat a snack or dessert	Guest who only want to eat snack are welcome and important	- Take the order
10.	Guest only wants to have a drink, but he is in the company of an eating guest	- This guest is as important as the dining guest	- Take the order as you would following our standards
11.	Guest enter the dining room - which is reserved for eating guests only and wants to have a drink	- Unless it is very busy and you need the table, the guest is welcome	When full: - Excuse me sir, but we are very busy tonight, would you like to take your drink in the bar? and bring him there.
12.	The guest would like to have a diet meal	- Clarify the meal with the manager or chef	- If possible we will prepare this in the kitchen, but let me check with the chef
13.	Guest is asking if the dish ordered is enough	 Explain what the dish consists of and how big the portion size is. If possible recommend a side dish, salad, rice, chips etc. 	- The dish consists of Describe the item, size, preparation etc.
14.	Server makes a recommendation but guest gives a negative answer	- Don't insist on the recommendation	- Wait quietly for the order to come.
15.	Guest orders something which takes more than 15 minutes to prepare	- In case the guest did not order any starter - of he seems to be in a hurry, let him know the preparation time.	This particular item will take more than 15 minutes to prepare. Would you like to order a starter in the meantime?
16.	Guest orders after closing time	- Advise him and lead him to the remaining open outlets. Or if all are closed and he is a house guest recommend	- I am sorry but the restaurant is already closed, but the coffeeshop is still open. Or maybe you would like to



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	Room Service	have Room Service which serves food 24 hours a day.
17. The item which the guest has ordered is sold out in the meantime	Inform the guest immediately and recommend something else. Pay attention to the sold out board in the kitchen, You should always know which items are out of stock	- Excuse me but the item you just ordered has just been sold out. May I recommend you a nice



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Group 3) Standard Operation

	Situation / Complaint	Our Principle	Answer / Reply - Waiter - waitress
1.	What is a standard operation	- Standard operation means the waiter services to the guest such as changing ashtrays, salt & pepper, sugar, toothpick grated cheese etc. We should make sure everything is in order.	- Is there anything further I can do for you? (You wait for the reply of the guest and handle his wish)
2.	Ashtray is full, the guest is complaining	- Unacceptable. Change ashtrays continuous.	- Apologise.
3.	Cutlery or china is dirty	- All cutlery, china should be checked prior to service	- Thank you for telling me. I will change it immediately.
4.	Server accidentally poured, threw or spilled something on the dress of the guest	- Express apologies. Be of help in having the dress cleaned either with hot water or laundry service on a case by case basis.	- I am sorry this has happened. I will contact the manager immediately. Apologise a second time.
5.	Guest had an accident	- Contact the outlet manager immediately	Waiter/waitress - Do not panic Contact outlet manager immediately
			Action Outlet Manager - Help the guest. Contact the doctor and security. If necessary arrange for transportation to the hospital or home. Take down the guest address for follow up.
			Always make sure you have done everything in your power to assist and the F&B Office is informed



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6.	Guest insults service staff	Never argue or discuss with guest. Call the outlet manager	Do not feel hurt, do not argue with the guest, let him finish talking and then apologise, even if it is not your mistake.
			Outlet Manager
			- The waiter called me, may I know what happened?
			- According to the incident handle as follows:
			Apologise
			Take corrective action
			Apologise again and double check outcome.
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7.	Guest has finished his meal	- Take out all dirty dishes (in dining room remove salt and	- We have a delicious cake S/M
		pepper shaker)	If the guest does not like to have an sweets recommend
		- Hand over dessert menu and make recommendations	an Irish Coffee, coffee, tea etc.



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Group 4) Quantity, Quality, Preparation, Price, Waiting Time

	Situation / Complaint	Our Principle	Answer/ Reply Waiter - waitress
1	The quest thinks the parties is to small	- Do not arque	Evalue ma S/M let me ago if the chaft can prepare you
1.	The guest thinks the portion is to small	If the guest is right, take back the order and go to the outlet manager If the dish is the correct portion offer extra from the kitchen	- Excuse me S/M, let me see if the chef can prepare you some extra.
2.	Guest complaints about cold food, soup, etc	Guest should be completely satisfied. Return the dish to the kitchen and have a fresh order prepared.	- I am sorry about this and I will replace the
!			
3.	The guest is served which he did not expect and cannot eat it.	- We want to have happy guests	- I am sorry S/M, can I bring you something else? (Inform your manager)
		Exchange!	
		Luc	
4.	Guest complaints, but he has nearly finished his meal	- We want happy guests - Call outlet manager	- Inform the Outlet Manager
		-	Outlet manager
			- I am sorry to hear this S/M, if you would have let me know earlier, I could have changed it.
			<u>-</u>
5.	Guest is dissatisfied about the quality of the item	Constructive criticism is helping us to improve Do not offer an alternative which is a cheap substitute If the guest is 100% right, the outlet manager has to cancel the item of the cheque	- Thank you for telling us. It is very important for us to know our mistakes, so we can improve. May I just call our manager who knows what to do about this?
		Note the name and address of the guest so the F&B office can send a letter of apology	Outlet Manager - Take every complaint seriously. We want to satisfy our guests. under no circumstances should you argue or insist that it is right.



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6.	Guest receives food he did not order	- Exchange	 I am sorry S/M, I must have misunderstood you but I will order your in the kitchen immediately. Apologise again and take action.
7.	Server forgot one order	- This guest has priority in serving	- I am sorry, I shall bring it right away
	-	- Inform the chef immediately	



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Group 5) Paying and Departing of guest

1.	Guest becomes impatient and would like to pay	present the cheque immediately and execute payment as fast as possible	- I am sorry, I will take care of your cheque right away S/M
2.	Guest would like to pay but he is not sitting in your station	- Never say this is not my station	I will get your cheque immediately or I will inform my colleague who is assigned here immediately (keep promise!)
3.	The guest complaints that too many items are charged	- Always check the bill before presenting it to the guest.	- Would you kindly tell me where you think we have made a mistake?
4.	The guest complaints that the amount on the cheque is incorrect	- Always check the bill before presenting it to the guest.	 - I am sorry, may I check it with the cashier. (In case the amount was wrong, thank the guest for correcting you) - If the amount is right, explain that you double checked and that the amount is correct. If necessary go through the bill item by item.