

Author: Woznick, John M.

Title: *Customer Perceptions of Critical Incidents in Service Encounters: The Role
Restaurant Employee's Play in Service Recovery*

The accompanying research report is submitted to the **University of Wisconsin-Stout, Graduate School** in partial completion of the requirements for the

Graduate Degree/ Major: MS Training and Human Resource Development

Research Advisor: Sally Dresdow, DBA, Associate Professor

Submission Term/Year: Spring 2018

Number of Pages: 47

Style Manual Used: American Psychological Association, 6th edition

- I have adhered to the Graduate School Research Guide and have proofread my work.
- I understand that this research report must be officially approved by the Graduate School. **Additionally, by signing and submitting this form, I (the author(s) or copyright owner) grant the University of Wisconsin-Stout the non-exclusive right to reproduce, translate, and/or distribute this submission (including abstract) worldwide in print and electronic format and in any medium, including but not limited to audio or video. If my research includes proprietary information, an agreement has been made between myself, the company, and the University to submit a thesis that meets course-specific learning outcomes and CAN be published. There will be no exceptions to this permission.**
- I attest that the research report is my original work (that any copyrightable materials have been used with the permission of the original authors), and as such, it is automatically protected by the laws, rules, and regulations of the U.S. Copyright Office.
- My research advisor has approved the content and quality of this paper.

STUDENT:

NAME: John Michael Woznick

DATE: April 25, 2018

ADVISOR: (Committee Chair if MS Plan A or EdS Thesis or Field Project/Problem):

NAME: Sally Dresdow, DBA

DATE: April 25, 2018

This section to be completed by the Graduate School

This final research report has been approved by the Graduate School.

Director, Office of Graduate Studies:

DATE:

Woznick, John, M. *Customer Perceptions of Critical Incidents in Service Encounters: The Role Restaurant Employee's Play in Service Recovery*

Abstract

BelAir Cantina restaurants in southeastern Wisconsin have been growing at a rapid rate since their first restaurant opened in 2010. Continued success heavily relies on the experiences that each restaurant delivers to its current and future customers. More importantly, when a customer experiences a less than desirable dining experience, the way that the employees handle the situation can easily be the deciding factor whether those customers will be likely to recommend BelAir, return to BelAir, and how feel about BelAir Cantina.

Customers of BelAir Cantina were surveyed to find out exactly what elements of their experience were dissatisfactory. In addition, they were questioned about how the staff of BelAir Cantina handled those specific situations. Of the respondents that answered, 50% indicated that service related issues were the root of their dissatisfaction. More troubling, was that over 50% of respondents stated that the employee was unaware of their dissatisfaction. These results prove the need for a training program that is designed to train frontline employees and managers how to effectively exceed guest expectations in the face of adversity. Recommendations for a training program are presented. Fortunately, 98% of survey participants responded that they would return to BelAir Cantina in the future.

Acknowledgments

The completion of this paper would not have occurred without the endless amount of support and insight from my advisor, Dr. Sally Dresdow. Her patience, perseverance, insight, and professional feedback through my journey has helped me achieve my academic and professional goals.

In addition to my advisor, I'd like to thank all the dedicated professors at the University of Wisconsin-Stout, especially Dr. Richard Herling, for their commitment to their student's success.

I would also like to thank my endearing parents, Mike and Sue Woznick. Their relentless desire for me to simply be happy in life has allowed me to follow my dreams.

Most importantly, I would like to thank my lovely wife, Kelly. Without her continuous love and support for everything that I do, my graduate accomplishments never would have occurred.

Table of Contents

Abstract	2
List of Tables	6
List of Figures	7
Chapter I: Introduction.....	8
Statement of the Problem.....	9
Purpose of the Study	9
Assumptions of the Study	10
Limitations of the Study.....	10
Chapter II: Literature Review	11
Everybody Has Got to Eat	11
Service that Makes a Great Guest Experience	12
Service that Contributes to a Poor Dining Experience	13
Business Impact from Dining Experiences.....	14
Techniques for Guest Recovery.....	16
Best Practices for Service Training.....	18
Summary	21
Chapter III: Methodology	22
Subject Selection and Description	22
Instrumentation	23
Data Collection Procedures.....	23
Data Analysis	24
Limitations	24

Chapter IV: Results.....	25
Respondents and Demographics.....	25
Dining Experience Analysis.....	29
Summary.....	33
Chapter V: Discussion, Conclusion and Recommendation.....	35
Limitations.....	35
Conclusions.....	35
Recommendations.....	36
Superb Guest Recovery.....	38
Future Studies.....	39
References.....	41
Appendix A: Online Survey.....	45
Appendix B: Participant Incentive.....	47

List of Tables

Table 1: Determination of Quality of Training.....	20
Table 2: Which BelAire Cantina Do You Most Frequently Visit?.....	26
Table 3: How Often Do You Dine In and/or Take Out with BelAir Cantina?	26
Table 4: Are You Likely to Recommend BelAir Cantina Restaurants to Your Family & Friends?	29
Table 5: What Part(s) of the Experience Made It Unsatisfactory?	30
Table 6: Was the Employee Aware of Your Dissatisfaction?	30

List of Figures

Figure 1: Unsatisfactory Dining Experiences	27
Figure 2: What is Your Favorite Part About BelAir Cantina?.....	28
Figure 3: What is an Acceptable Amount of Time to Wait for a Manager when You (as a Guest) Request to See One?	32
Figure 4: Do You Plan on Returning to BelAir Cantina in the Future?	33

Chapter I: Introduction

Toro, Toro, Toro Incorporated is a restaurant group located in the midwestern part of the United States and they are experiencing a rapid growth phase. It owns and operates 11 restaurants, including six different concepts ranging from a fine-dining wine bar, to a hipster café, to one of the area's most popular Mexican restaurants. BelAir Cantina, Toro's flagship restaurant concept currently has four locations in operation. Belair Cantinas are scattered in large Midwest cities. The battle for market shares is not new for BelAir; however, an additional challenge has presented itself to the management team.

A top priority for every BelAir Cantina Restaurant is to ensure guest satisfaction to secure the guests' likelihood to return and likelihood to recommend the restaurant to friends. BelAir Cantina's do not administer any formal type of feedback or survey process for their guests. That means it is difficult to measure guest satisfaction. How does BelAir Cantina become aware if a guests' experience do not meet or exceed their expectations? If a guest is not completely satisfied with their experience, guest recovery is a top priority to ensure continued success and leadership in the industry. The way customers are treated during a recovery situation needs to be understood and there needs to be processes in place so employees know what to do to ensure guests' satisfaction.

Ensuring a guests' intent to return and their likelihood to recommend the restaurant to others is the main goal of any restaurant. The best way to ensure a guests' intent to return and their likelihood to recommend is not only meet the guests' expectations, but to exceed them as well.

There will be situations and experiences that diners have at any type of dining establishment that will deter them from returning. Equally, if not more damaging, is the negative

impact of word-of-mouth (WOM) and electronic word-of-mouth (eWOM). When these situations and experiences occur, proper execution of guest recovery is pivotal to ensure repeat business. BelAir Cantina has seen incredible growth in their company since their first restaurant opened in 2010. This growth has led to an immediate need for customer service training, specifically in the realm of guest recovery, for their employees.

Statement of the Problem

The employees of BelAir Cantina do not have a comprehensive understanding of how to effectively recover a guest in the face of adversity, resulting in the guests' intent to not return and to not recommend the restaurant to others. This results in a loss of business for BelAir Cantina Restaurants and could impact their competitive position

Purpose of the Study

Guest's intent to return and likelihood of recommendation will increase with bridging the gap between what guests expect and what is delivered by employees in the face of adversity. Diagnosing specifics about occurrences in the restaurant industry, specifically BelAir Cantina restaurants, will identify specific instances that need manager and employee recovery methods. The objectives of this study were to:

1. Determine the critical elements for recovery to ensure a learning transfer for employees during training is successful.
2. Identify the elements that are most important to guest satisfaction in addition to guest expectations of guest recovery.
3. Analyze customer opinions and perceptions of critical incidents in service encounters and the specific role expectations of all parties.

Assumptions of the Study

The assumptions of this study were:

1. The BelAir Cantina dining experiences that it provides its guests with is consistent at all four current locations.
2. The input provided by customers in the survey designed specifically for this study is a genuine reflection of their honest opinion about their dining experience.
3. The delivery of training is consistent for every new employee of BelAir Cantina Restaurant.

Limitations of the Study

There are two limitations involved with this study. The first is that this study does not genuinely reflect the integrity of BelAir Cantina Restaurant's training program because there is no formal training program for guest recoveries and complaint resolution for both managers and employees. The second is that the accuracy of data collected due to a short time frame of three months may not reflect a complete profile of our guest's expectations.

Chapter II: Literature Review

The employees of BelAir Cantina lack a comprehensive understanding of how to effectively recover a guest in the face of adversity. When guests have a negative experience at the restaurant it commonly leads to the guests' intention to not return and to not recommend the restaurant to others. It is also common for guests that have had a negative dining experience to tell family and friends. This results in a loss of business for BelAir Cantina and negatively impacts their competitive position.

The literature review identifies the aspects of both excellent and poor dining experiences, with regard to service, and the positive and negative impacts of both. It also acknowledges consumer expectations when a recovery opportunity is present. Finally, the literature review identifies key concepts of training individuals to meet and exceed consumer expectations in a guest recovery situation.

Everybody Has Got to Eat

There are multiple elements that are taken into consideration by a customer when they dine out at a restaurant to help them determine the value and overall experience of their visit. It is rare to find a restaurant that can consistently deliver perfect customer experiences because of the multiple of things that can occur to devalue a customer experience. Without have a comprehensive understanding to effectively recover a guest during a devalued experience can result in the guest's intent to not return and to not recommend to others.

It is hard to deny the economic impact that the restaurant industry has in the United States. With over \$700 billion dollars in annual sales, over one million locations, and 14 million industry employees, restaurants and their future have become an undeniable force with a large economic impact (Facts at a Glance, 2015). The livelihood of any restaurant, whether its fast

food, casual dining, or fine dining, depends on a many factors that its consumers judge their experience on.

The “fact that customer contact employees often are underpaid and undertrained results in low levels of motivation, job dissatisfaction, high turnover, and ultimately dissatisfied customers” (Blodgett, Wakefield, & Barnes, 1995, p. 71). Research has been conducted (Behnke & Ghiselli, 2004; Bharwani & Jauhari, 2013; Bitner, Booms, & Tetreault, 1990; Fanning, 2011; Namkung & Jang, 2008; Wang, Liu, & Cong, 2012) to find out what expectations people have when they dine out and to examine guests expectations when their dining experiences fail to meet their expectatations. When expectations are not met, consumers have a vast pool of alternative options for their future business. Ensuring that guests leave completely satisfied, especially when a gap in satisfaction is present, separates successful restaurants from unsuccessful.

Service that Makes a Great Guest Experience

One of the top priority for restaurants is to ensure future repeat business. The most common way to do this in the eyes of the customer is to ensure that food quality meets and exceeds consumer expectations (Jeong & Jang, 2011; Zhang, Zhang, & Law, 2014). However, for return customers, there are other elements that are as important other than the food quality. The actual environment that people dine in and the service that they receive from frontline employees are two other elements that influence a positive guest experience (Zhang et al., 2014). Zhang et al. (2014) analyzed 168,262 customer reviews covering 1,542 restaurants on a website designed for people to pick out restaurants. The reviews analyzed included customer reviews of rating the overall dining experience, the food, the environment, service, and price. The study identified four variables for their data collection including taste, environment, service, and price

and assigning a value to them (0= poor quality to 4=excellent). Using least-squares regression analysis, the results proved that the quality of service received was the most important contributor to a restaurant receiving positive word-of-mouth (WOM) or positive word-of-mouth.

In another study (Bitner et al., 1990), 75 students were asked to collect 10 incidents from customers that frequently traveled and ate out at restaurants. It was here that in regards to service received, consumer expectations are lowered and heightened based on their perception of value; meaning that amount of money spent meets and/or exceeds customer expectations. The highest sources of satisfaction were found when employees had an exemplary attitude and delivered an unexpected behaviors that enhanced the guest's meal (43.8%). These unexpected behaviors could include providing an anniversary card for a couple celebrating or having the kitchen provide a complimentary and personalized dessert for a customer celebrating a birthday.

What distinguishes good dining experiences and great dining experiences? Restaurants that can create unexpected personal touches to dining experiences, such as the ones mentioned above, have been found to create a loyal guest following (Longart, 2010). However, the difficulty of implementing unexpected surprises brings to the surface cultural issues and creating the expectation of diners to receive an unexpected surprise. Other sources of satisfaction included 23.3% of respondents having a satisfied experience when expectations were not met, but were recovered by the establishment in some form of compensation (Bitner, Booms, & Tetreault, 1990). Another 33.9% of satisfied experiences were rooted in the accomodating of special requests (Bitner, Booms, & Tetreault, 1990).

Service that Contributes to a Poor Dining Experience

Restaurants are put in a vulnerable position when a guest experience fails to meet consumer expectations. Numerous variables are considered when trying to pinpoint the root of a

failed service encounter. Bitner et al. (1990) found that guests were dissatisfied (42.9% of respondents) when service employees poorly responded to a service situation. For example, if a customer orders a salad for lunch and the salad takes over 30 minutes to prepare, this results in a long wait for food. A poor response to this service situation would be for the server to ignore how long the customer waited and not deliver an apology. The other discovery in Bitner's et al. (1990) study included 15.6% of respondents disappointed when a special request was made and the employee did not follow-through, such as having no pickles on their cheeseburger (Bitner et al., 1990).

Su and Bowen (2009) conducted a study with 331 responses from consumers that had experienced a problem at a casual restaurant within the prior year. This study aimed to find root causes of poor dining experiences. When asked about such root causes, 31.6% of customers mentioned slow and inadequate service as being an element of a poor dining experience. Improperly cooked food (11.5%), food not worth the price (11.1%), and rude/unfriendly service (10.6%) were the other most common problems found in a poor dining experience (Su & Bowen, 2009).

Business Impact from Dining Experiences

Both satisfied and dissatisfied restaurant consumers play a vital role in the livelihood of a restaurant's operations. However, marketing studies suggest that negative WOM plays more of a role than positive WOM in reference to the reputation of an operation (Herr, Karades, & Kim, 1991; Mizerski, 1982; Solomon, Bamossy, Askegaard, & Hogg, 2010). Su and Bowen (2009) found that 62% of their questionnaire respondents would participate in negative WOM after a poor dining experience (1990). This is an alarmingly high number of people that stated they would speak negatively about an operation. In another study that collected self-report data from

200 respondents that were dissatisfied with a retail purchase showed that 77% of people that do not feel comfortable complaining will participate in some form of negative WOM (Blodgett et al., 1995). In addition, even in circumstances that a resolution was provided for a disgruntled guest, the likelihood of them still spreading eWOM is still present (Blodgett et al., 1995). Ensuring that a guest recovery goes above and beyond guest expectations will help diminish the probability of negative word-of-mouth.

The popularity of online forums and applications such as Facebook, TripAdvisor, Yelp! and Zagat have made it accessible for anyone to become a restaurant critic and publicly post about their recent restaurant experiences. This form of marketing is attracting attention from consumers to large hospitality firms. It attracts attention because there has been a proven positive association between the popularity of a restaurant and its online postings about their food, service, and environment (Zhang, Ye, Law, & Li, 2010). Zhang et al. (2010) used over 1,200 online consumer reviews of restaurants to prove the hypothesis that if a restaurant has great consumer reviews about a restaurant's food, service, and environment, the more popular that restaurant is.

No matter how it is perceived, when a consumer offers a complaint, it should be taken as an opportunity for improvement. Why else take the time to speak to a manager? Or write a formal letter of complaint? Or spend 15 minutes to write up an online review? Great leaders can hear past the complaining and see three specific opportunities: "My business and I are still woable, if you personally show that you care about me and fix the mess, I represent others, and I am pointing out the adverse results of glitches in your systems and business philosophy" (Harari, 1999, p. 31).

Techniques for Guest Recovery

Techniques for providing superior dining experiences starts long before the guest sits down at a table. Hiring employees is a challenge for any industry. Finding quality employees takes time and skill and making compromises is sometimes part of the game. Many times, employees in the restaurant industry are hired based on personality (Tracey, Sturman, & Tews, 2007). However, a more accurate way to judge a great candidate from a poor candidate is to assess whether or not the individual will be able to fit into the culture of the restaurant (Punjaisri & Wilson, 2007). An individual that is aligned with the organization's goals, mission, statement, and core values will more likely to succeed, retain, and grow the organization's "brand" rather than someone that just needs a job.

Major responsibility of brand building is placed on the decisions and actions of employees (Burmam & Zeplin, 2005; de Chernatony, 1999; Lloyd, 1990). In order to develop a restaurant's brand, several considerations should take place when hiring. Tews et al., (2011) interviewed 104 managers for a casual-chain restaurant that owned and operated 120 units. The managers rated 36 server applicant profiles. These server profiles included the applicant's level of general mental ability (GMA), agreeableness, conscientiousness, emotional stability, and extraversion. The study suggests that although hiring based off of GMA is the most common indicator of employee performance, special attention should be put on the candidates abilities of agreeableness, conscientiousness, and emotional stability. The combination of GMA and conscientiousness results in a great service employee. An employee that will quickly learn how to be competent in the job while being able to interact at the desired level of consumers (Bharwani & Jauhari, 2013).

The definition of service is an ever-changing term in today's society. In restaurants, the definition has morphed into "taking action to create value for someone else" (Kaufman, 2015, p. 34) as opposed to the traditional definition of "an attempt to alter or change the knowledge, skills, and behaviour of employees in such a way that organisational objectives are achieved" (Amos, Ristow, Pearse, & Ristow, 2008, p. 324). Kaufman (2015) goes on to suggest that achieving a certain level of customer satisfaction cannot occur through training but from creating a movement from training to education. Kaufman (2015) goes on to describe service education as a staircase where businesses do not want their customers to get used to their level of service at any time. Kaufman (2015) recommends consistently delivering service one notch higher than guest's previous experience, creating an organizational culture that embraces education rather than training, and getting the buy-in from employees will achieve the desired definition of service. Getting the buy-in for change from employees may prove to be the most difficult task when training. "To instill credibility and maintain morale, a customer-service program should ideally involve the entire staff and represent a commitment on the part of administrators and front-line staff alike to service" (Gwen, 1994, p. 220).

According to Namkung and Jang (2008), high satisfaction among guests was achieved by a competent service employee that could deliver service that was reliable and responsive. This was found by collecting data through a survey questionnaire from diners at four mid-to-upper scale restaurants in the United States. A seven-point scale was used, where six and seven were referred to as highly satisfied. Reliability and responsiveness were found in the form of being passionate about how they performed their job, doing so without errors, and always being present whenever a customer needed them. "Furthermore, what occurs in the interaction between customer and service providers can have a substantial impact on consumer evaluations of

restaurant service” (Namkung & Jang, 2008, p. 151). It was also found in this study that in the situation of a guest recovery, empathy was the largest contributor to the restaurants ability to move a negative experience to a positive one.

Best Practices for Service Training

It is no secret the importance of training and development within an organization. In 2013, on average, organizations spent \$1,208 per employee (Miller, 2014). The restaurant industry, just like any industry, has its own opportunities in seeking the best way to train. The role that technology has played in training for instance proves that talent development will continue to change to suit the needs of the labor pool.

One of the many challenges that face training and people development in the restaurant industry is being able to find quality employees. Service expectations have changed drastically in the hospitality industry from decades ago and consumers are looking for more than someone to make sure their soda stays full and that their entrees come out timely and correct. “A restaurant experience is a process consisting of many different service encounters (memorable events) occurring throughout the whole meal” (Walter, 2008, p. 89). A restaurant’s vitality comes from frontline employees that have the responsibility in their service to provide satisfaction and grow loyalty (Walter, 2008). The next section analyzes the literature review for best practices involved with service training.

Studies have analyzed techniques to help engage learners and make training stick such as role-playing, group groups, group examinatinos, accelerated learning, peer coaching, student demonstrations, guided discussions, storying, and simulations (Fanning, 2011). It is also recommended that using a combination of trainer-centered and learner-centered forms of training delivery is most effective (McArdle, 2007). Using a combination of methods is able to keep the

learner engaged through different forms of learning while it also helps to break training up into pieces. Burke et al. (2006) was able to gather 95 studies from relevant publications, involving over 20,000 participants from the year of 1971 through 2003. The studies that were analyzed had to include six specific protocols including method of training, duration of training, posttraining assessments, reliability, occupation, and country of study. It was found that as training techniques became more engaging for the employee, the employee and bosses saw a higher GMA and a lowered amount in work-related mishaps (2006). Behnke and Ghiselli (2004) conducted a study to test the effectiveness of menu training through lecture versus self-directed, internet learning.

One of the hardest areas to train in the restaurant industry is how to deal with customers that complain. To be frank, some customers can be rude and hurtful and this can negatively impact the service provider; not only for that particular dining experience, but for future ones as well (Karatepe, Yorganci, & Haktanir, 2009; Wang, Liu, & Cong, 2012). The empowerment of the employee in confrontation situations has a positive effect on an employee's overall job performance. Ensuring that this type of empowerment is instilled in training, in combination of management support, has been shown to have very positive effects in recovery these confrontational situations.

Valachis, Christou, Sigala and Maroudas (2009). conducted two studies among 395 hospitality and tourism trainees to determine their perceptions of quality training. These two studies included the research and development of a training quality scale and then the implementation of that scale with trainees. Table 1 illustrates the elements of quality training and the trainee's dictation of what that quality "looks" like through training.

Table 1

Determination of Quality of Training

Quality Element of Training	Execution of Quality Element
1. Interaction	<ul style="list-style-type: none"> • Involves active learning. • Session features small group work.
2. Consistency	<ul style="list-style-type: none"> • Trainees are active participants. • Trainer is knowledgeable about field of study. • Session is developed by people who have done the trainee's job.
3. Homogeneity	<ul style="list-style-type: none"> • Session is well planned. • Trainees come from the same professional sector. • Session refers to trainees with the same development prospects.
4. Applicability	<ul style="list-style-type: none"> • Session directly relates to trainees' job. • Presents a realistic picture of the job.
5. Responsibility	<ul style="list-style-type: none"> • Trainees understand the rewards of implementing training. • Session includes a test to evaluate what trainees have learned.
6. Touchable	<ul style="list-style-type: none"> • Written material of session is professional prepared. • Classroom provides natural comfort for the trainees.
7. Environment	<ul style="list-style-type: none"> • Trainees feel comfortable during their session.

One of the most difficult elements to train a service employee for is the inconsistency of customer traits. Moreover, every one is different and may have different values or customers when dining out. Bharwani and Jauhari (2013) suggest that a cultural training occur with service employees in order to educate frontline employees the importance of consumers cultural backgrounds. Consumers come from all different backgrounds and educating service employees of these different cultural expectations will help provide customized service. Not only will it aid in provide a ground for employees to connect with guests from different backgrounds, but it will also build an organization culture of understanding and respecting different diversities.

Another way to motivate and get employees excited is to present them with pre- and post-training incentives such as the opportunity for a pay raise, a promotion, or even just a free meal for good performance (Ogbeide, 2008).

However, when these incentives were not followed through upon, the results were the complete opposite for when incentives are carried through with. In fact, many of the employees surveyed through this study left the organization because their employer did not follow through with discussed incentives. Owners, general managers, and managers should pay close attention to their motivational tactics and to ensure that they “put their money where their mouth is.”

When training frontline service employees, it is critical to work on follow-up and evaluation (Martin, 2010; Salameh & Barrows, 2001). Ensuring that organizational goals and performance standards are transferred through training is the intention of training. However, if follow-up and evaluation are not involved in an organization’s rigorous training program, then they have only fought half of the battle. Follow-up techniques include writing action plans with the employee, conducting performance assessments, having a peer meeting, or having a one-on-one with the employee’s supervisor are all ways to assess the learning transfer in training (Martin, 2010).

Summary

Training frontline service employees involves delivering and following up with a specific training program. The training program needs to be developed so that both employees and managers can be educated in how to approach their specific clientele in situations where service expectations are not met. Elements of the training program should be designed to meet company values, their culture, and to ensure success of the program, rigorous follow-up and follow-through should be put in place.

Chapter III: Methodology

A guest's intent to return and recommend to others is a driving force behind a restaurant's success. When a guest is satisfied with a dining experience they can be transformed into a restaurant's most viable marketing tool. However, if a guest's expectations are not met or if the experience is unpleasant for any number of possible reasons, the negative impact it can have on a restaurant's operations can be terrible.

Employing people that can sincerely and effectively execute guest recovery should be a top priority for any type of restaurant. Training and developing employees is a crucial role for managers in a restaurant. Nowadays, guests are looking for more than a "let me get my manager" type of response. Guests have higher expectations from their servers in the face of adversity and how a server handles a situation can sometimes be a deciding factor in if a guest returns to that establishment.

The execution of recovering a guest at these restaurants brings to light the need to identify the learning gaps for employees and to gather data about guest expectations when they dine at BelAir Cantina. Guest intent to return and to recommend dropped significantly while the amount of negative guest contacts increased, proving the need to research and collect data on employee's knowledge, feelings, attitudes, and approaches when in a situation where the guest is not satisfied.

Subject Selection and Description

The primary subject used in this research paper are BelAir Cantina Restaurant guests. The guest demography spans all ranges of ages, gender, household incomes, cultures, ethnicities, and dining preferences. Guests dine at BelAir Cantina's for a multitude of reasons. Guests choose BelAir for a quick lunch, to celebrate a birthday or other special occasion, or just because

they love the food and service. BelAir Cantina Restaurants have built and earned a reputation of providing an amazing food and dining experience for their guests.

Instrumentation

Data collected from guests at BelAir Cantina using the restaurant's online survey and feedback forms provided insight into the guest's dining experience. In addition to data collection about the guest experience, the servers at BelAir Cantina played a major role in providing data on their knowledge, feelings, attitudes, and approaches to guest recovery through the use of a survey. BelAir Cantina has many resources available to educate both management and upper management about the performance of a particular restaurant. These resources bring to light very specific actions and outcomes needed to ensure a properly executed guest recovery. Not only do they have an ample amount of resources to educate, but they also had an already established method of obtaining guest feedback and comments in the form of their online survey. The scores and comments obtained from this survey identified and pinpointed sources of satisfaction and dissatisfaction directly from the guest.

Data Collection Procedures

The purpose of the survey was to collect data on knowledge levels, feelings, and attitudes of the guests from all four BelAir Cantina Restaurants. The survey focused on asking specific questions about guest recovery situations, investigated the attitudes of the guests, and the role the employees played in guest recovery. All four of the restaurants used were in the mid-western part of the United States.

Guests of BelAir Cantina were invited to complete an online survey after every dining experience for three months. During the presentation of the bill, guests were given a business card with information on how to complete the survey. In order to incentivize guests to

participate in the survey, the business card stated that a “Free Appetizer Coupon” (Appendix B) would be available for download after successful completion of the survey.

Data Analysis

Survey results were collected in Qualtrics Survey Software. After the data was collected, it was exported into Microsoft Excel to analyze further. Questions that yielded open-ended responses were grouped into like categories while other data used Microsoft Excel Data Analysis.

Limitations

The results and data collected from the survey provided a limited viewpoint from four BelAir Cantina Restaurants in the Midwest part of the United States. Data analysis and results cannot be assumed to every BelAir Cantina Restaurant owned and operated by the company. Since the data was collected, two additional BelAir Cantina Restaurants have opened. The four locations used in the research can serve as a starting point for any other operation facing the same adversities.

Chapter IV: Results

The purpose of this survey was to identify and analyze experiences that the guests of BelAir Cantina in Southeastern Wisconsin have. More specifically, the survey intended to gather information regarding experiences that the guests had that they would consider anything below a “10-out-of-10” dining experience. Specific questions to be answered included:

1. How often and at which location(s) do our guests dine at?
2. Why do our guests enjoy dining at BelAir Cantina restaurants?
3. What parts of a dining experience would make it unsatisfactory (anything less than a 10-out-of-10)?
4. Were any staff members, including management, involved in the guest’s unsatisfactory visit? If not, why?
5. What type of dissatisfying events are our guests most likely to ask for a manager?
6. Did the staff recover the unsatisfactory dining experience to your expectations? If not, why?

Gathering this information gave the Operations Training & Development team the data to design a company specific training program for guest recoveries. The design, implementation, and evaluation of future training program will help ensure the increase in positive word-of-mouth, which will result in sales growth, as well as a decrease in negative guest contacts.

Respondents and Demographics

During a three-month period, BelAir Cantina guests were invited to voluntarily participate in the online survey. During that time, there were 134 surveys received of which 129 were usable.

To get an understanding of Bel-Air Cantina guests, the survey began with several questions regarding demographics include how frequently did the guest visit BelAir Cantina's and at which locations. Tables 2 and 3 present the demographic information.

Table 2

Which BelAir Cantina Do You Most Frequently Visit?

Response	Frequency	Percentage
BelAir Cantina Downer Ave.	46	35.66%
BelAir Cantina Water Street	17	13.18%
BelAir Cantina Wauwatosa	34	26.36%
BelAir Cantina Oak Creek	32	24.81%
Total	29	100%

Table 3

How Often Do You Dine In and/or Take Out with BelAir Cantina?

Response	Frequency	Percentage
Once a Week	36	27.91%
Once a Month	62	48.06%
Once Every 2 Months	20	15.50%
Once Every 3 Months	6	4.65%
Once Every 6 Months	3	2.33%
Once a Year	1	0.78%
Won't Ever Be Back	1	0.78%
Total	129	100%

Out of the 129 participants in the survey, 67 participants experienced a less than “10-out-of-10” dining at experience at one of our locations or at another full-service restaurant. The other 66 respondents were thanked for their time and dismissed from the remainder of the survey. Figure 1 displays a breakdown of locations where they had unsatisfactory dining experiences.

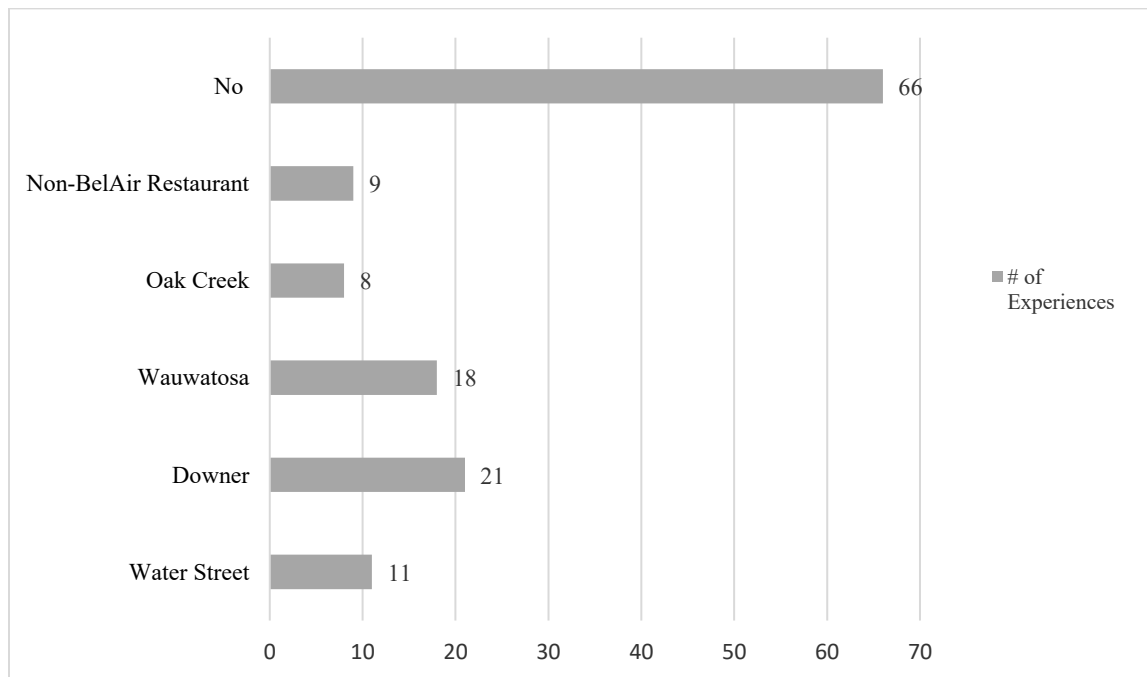


Figure 1. Unsatisfactory dining experiences.

Inquiring about the participant’s favorite elements of their experiences at BelAir Cantina provided an understanding of what is most important to BelAir’s guests. The results reveal that the menu is by far the most important element in the eyes of the guests. The participants ranked atmosphere as the second most important element of their dining experience, even though service had one extra vote. The reason behind this diagnosis is that service had a clear overall standing as third most important element. The bar took fourth place and value was clearly the least important part of our guest’s dining experiences. This survey question paints a very clear picture that the quality of the food and menu take precedent over everything else. It also signified that BelAir Cantina’s guests are not concerned about the price of their dining experience, if the menu,

atmosphere, and service reach their expectations. Figure 2 presents the data about guest preference.

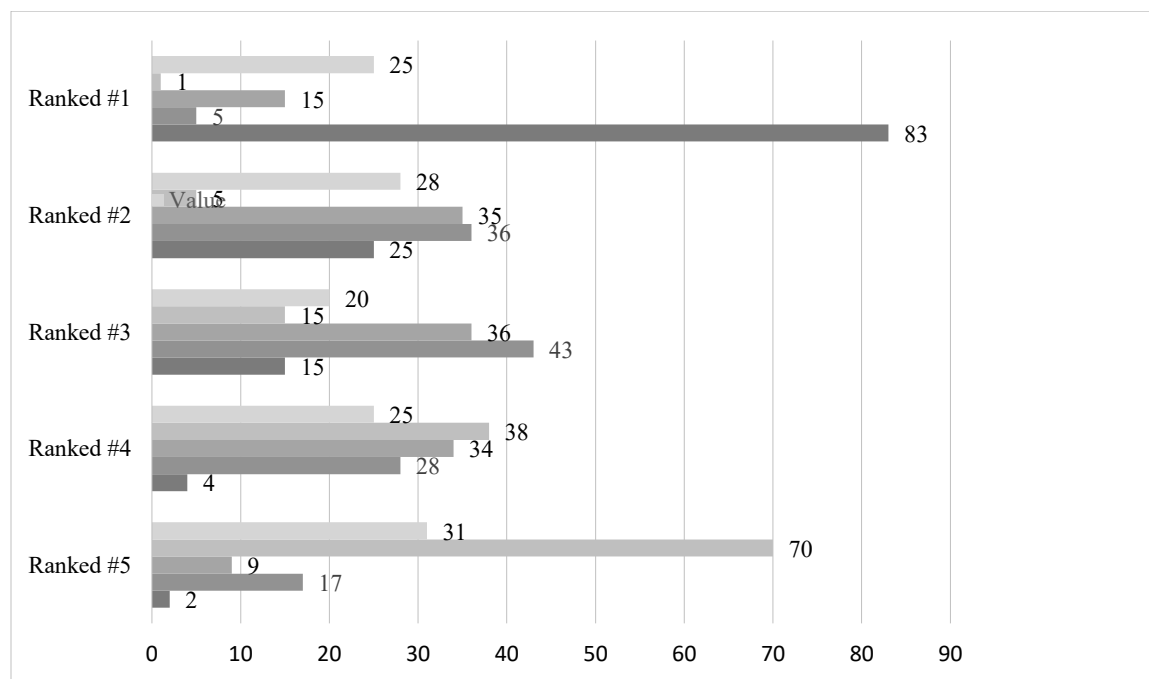


Figure 2. What is your favorite part about BelAir cantina?

The last important demographic element considered in the survey was the likelihood of the respondent to recommend BelAir Cantina Restaurants to their family and friends. Astoundingly, over 90% of participants said that they would “absolutely” recommend BelAir Cantina to their family and friends. The respondents that replied that they would recommend, but only a specific location, all replied that the reason they would recommend a specific one of our restaurants was because of convenience. The three participants that would not recommend BelAir Cantina to their family and friends disclosed because of unfavorable previous experiences that will be reviewed in the Item Analysis. Table 4 below presents the data found for likelihood to recommend.

Table 4

Are You Likely to Recommend BelAir Cantina Restaurants to Your Family & Friends?

Response	Frequency	Percentage
Absolutely	118	91.47%
Yes, But Only a Certain Location (Please specify which location and why)	8	6.2%
No (Please explain	3	2.33%

Dining Experience Analysis

As the survey progressed beyond demographics, there were questions that addressed the elements of a guest's unsatisfactory dining experience. Participants were asked to be as specific as possible when describing parts of their dining experience that were unsatisfactory. Comments were sorted into categories which include menu, service, atmosphere, bar, and value. The menu category includes any food related element such as temperature and quality. The service category includes speed of service and attentiveness related comments. The atmosphere category includes cleanliness, welcoming, and comfortability. Table 5 below presents these categories after the comments have been organized.

Table 5

What Part(s) of the Experience Made It Unsatisfactory?

Response	Frequency	Percentage
Service	29	50%
Menu	15	26%
Atmosphere	11	19%
Bar	2	3%
Value	1	2%
Total	58	100%

Next the participants were asked if they thought the employee was aware of their satisfaction. Participants were asked to explain if they were unsure of the employee awareness. Common explanations for participants that answered “maybe” included lack of attentiveness and lack of caring. Table 6 displays the responses to employee awareness of dissatisfaction.

Table 6

Was the Employee Aware of Your Dissatisfaction?

Response	Frequency	Percentage
Yes	16	29.09%
No	28	50.91%
Maybe (Please Explain)	11	20.00%
Total	55	100.00%

It is not uncommon in the hospitality industry that when an employee can sense that their patrons are unhappy to any degree, that the employee informs the manager-on-duty to ensure complete customer satisfaction. This was the main reason behind asking our participants next if

a manager followed-up at their table after the employee became aware. When the participants dining experience was unsatisfactory, 69% of them did not see a manager, while the other 31% did see a manager if their dining experience was unsatisfactory.

To fully understand BelAir Cantina's guest expectations, the researcher presented the question about whether their dining experience was dissatisfying enough to ask for a manager. The goal of this question was to determine what events amongst the dining experiences described by the respondents only would prompt a guest to ask for a manager. Out of the 55 respondents, only 18% thought that their dining experience was dissatisfying enough to ask for a manager. If a participant answered "yes" to the above question, they were asked if they asked to speak with a manager. The results of the survey indicated that 40% of the participants said that they did ask for a manager, while 60% did not ask for a manager to stop by their table.

The participants that did not ask for a manager were asked why not. Five respondents qualified for this follow-up question and their responses involved feelings of not worth their time and a personal preference to not want to complain. Those same five respondents were also asked to describe an event that would prompt them to ask for a manager. Their responses included bad food, an extremely rude server, when there is time to ask for one, and one in which the server is made aware of the issue, but does not handle it appropriately.

The participants that did ask for a manager were asked if they were satisfied with the recovery. Four respondents were asked this follow-up question and three out of the four were satisfied. The one respondent that was not satisfied with the manager visit because the expectations of recovery were not met by the manager. The same respondent was then asked a final follow-up question inquiring what the manager could have done better to exceed the

recovery expectations. Since this specific guest's experience dealt with an unavailability of product, the guest felt entitled to a discount or coupon for their future visit.

In addition to inquiring about the elements that make up an unsatisfactory visit in our guest's eyes, the researcher also wanted to collect data about the guest's opinion on what their idea of acceptable wait time when a manager is requested at a table. This will prove vital information when the training program is developed. There were ten responses that required an explanation from the survey participant. The ten responses were could easily be pooled into one category involving the expectation that the manager uses he/her best judgement based on the situation. Figure 3 displays the participant's responses.

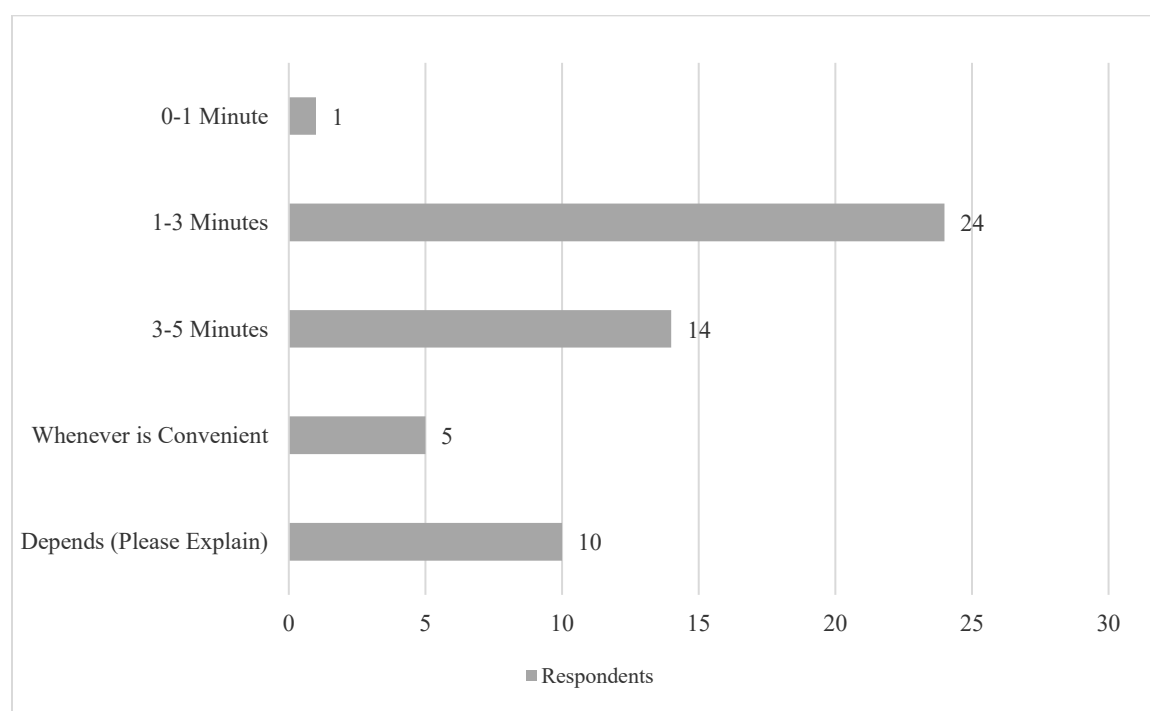


Figure 3. What is an acceptable amount of time to wait for a manager when you (as a guest) request to see one?

The final three questions of the survey concluded with some basic details included whether the dining experience was dine-in or takeout. Data collected in regard to dine-in

experiences resulted in 96.3% of the data versus 3.7% of the data collected involving takeout experiences. For the individuals that shared their takeout experiences, they were also asked if how they placed their order for takeout. There was one walk-in order, one online order, and zero phone orders for takeout.

The survey concluded with the participants being asked if they personally would return to BelAir Cantina in the future. Figure 4 displays the data taken from the final survey question.

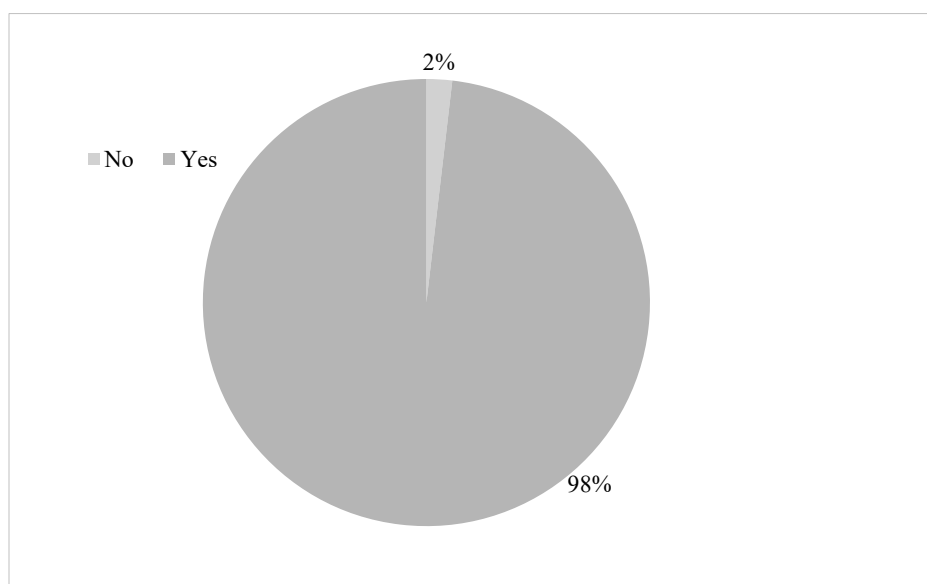


Figure 4. Do you plan on returning to BelAir Cantina in the future?

Summary

The results of the research shed light for BelAir Cantina about the importance of understanding your customer's perceptions and expectations of service when it comes to dining in their restaurants. Meeting and exceeding these expectations will help ensure success of the operations. In addition to service expectations, it's even more important to understanding the perceptions and expectations of handling a situation that involves guest recovery. In any instance when a customer is not 100% pleased with their experience, how BelAir Cantina handles it will

dictate whether the customer returns, whether they are likely to recommend, and whether or not they will spread positive word of mouth.

Chapter V: Discussion, Conclusion and Recommendation

Recovering a guest if they are enduring an unsatisfactory dining experience is the only way to ensure their repeat business and positive word-of-mouth. Being able to better understand BelAir Cantina's guest's opinions and perspectives will be an integral element into designing a training program that will not only benefit management, but also the employees and the money they make, in addition to the organization.

The purpose of this survey was to identify and analyze experiences that the guests of BelAir Cantina in Southeastern Wisconsin have. More specifically, the survey intended to gather information regarding experiences that the guests had that they would consider anything below a "10-out-of-10" dining experience.

Limitations

This survey concentrated on four local independently owned restaurants in southeastern Wisconsin. After the data was collected, Toro, Toro, Toro, Incorporated continued with their growth and opened two additional BelAir Cantina restaurants. One of those restaurants is outside of southeastern Wisconsin. Because of this the results do not represent every BelAir Cantina. In addition, participants were asked to continue with the survey even if their experience was considered a "9 out of 10" experience. Although the data collected was pertinent for the researcher, it was found uncommon to see the likelihood to recommend or return to a BelAir Cantina for the reasons provided in those respondent's answers.

Conclusions

BelAir Cantina has proven its popularity and reputation over the years. The survey results indicated that nearly half of the participants dine at a BelAir Cantina at least once a month. Moreover, slightly more than a quarter of participants dine at a BelAir Cantina at least

once a week. The popularity is driven by the food and beverage options offered at the BelAir Cantina Restaurants. It was not surprising to discover that when dissatisfaction is associated with a dining experience, it was tied directly to the service received or the execution of BelAir's food. What was alarming was to learn that when a customer is unsatisfied with their dining experience, only half of the time the employee is aware of it. This disconnect will prove to be toxic for the restaurant operations of Toro, Toro, Toro, Inc. if there is not a training program established to train employees and managers how to identify and recover guests that are having an unsatisfactory dining experience.

Recommendations

Linking the elements of a dissatisfying dining experience with employee and manager awareness was one of the major goals of the survey. Designing a training program and establishing service standards for employees and managers of BelAir Cantina will be the best approach to achieve that goal.

It is recommended that the future training program for BelAir Cantina identifies and trains employees and managers how to identify signs of dissatisfaction. For example, knowing what questions to ask and how to ask them as well as learning how to read non-verbal cues from the guests.

Survey participants also clearly defined that employee attentiveness was the number one reason for an unsatisfactory dining experience. Developing standards of when specifically, to check back with the guests, in combination with asking specifically developed questions regarding the guest's meal thus far, will help identify a "guest-at-risk". The employee awareness should then be communicated to manager as soon as possible.

A defined set of steps need to be designed to ensure that employees are being attentive enough to meet and exceed guest expectations. BelAir Cantina currently has what they call Steps of Service for their front-of-house employees that are trained with a new employee gets hired. These steps of service provide great structure for providing great guest experiences. However, these steps are currently only being discussed during initial training and do not remain in operations daily conversations. It is recommended that an on-going Steps of Service Certification course be administered for new employees after thirty days of being employed. For current employees, they would need to be recertified every quarter for the length of their employment. Certifications would include, but not limited to, a training seminar with the Director of Training and Operations Training Manager that would review BelAir Cantina's Steps of Service, discuss successes and failures from real life scenarios, role playing demonstrations, and an exam to provide proof of understanding.

When a manager is informed of a "guest-at-risk", managers need to be trained about urgency and successful ways to listen, empathize, apologize, and follow through on feedback provided from the customer. Customer's need to be thanked for their feedback and the solution provided should meet and exceed customer expectations. For example, if a specific entrée is unsatisfactory because of entrée temperature, a replacement should be provided at no cost and a gift certificate should be provided for a free future meal.

Currently, managers solely rely on either guests requesting to see a manager when an experience is dissatisfactory or the employee's ability to read their guests and then request that the manager conduct a table visit. A more defined and structured set of expectations is recommended for managers. The proceeding paragraphs will discuss these recommendations.

Superb Guest Recovery

Managers at BelAir Cantina are not expected to only visit a table when there are guests that are not enjoying themselves. It is a current service expectation that the manager-on-duty is interacting with as many guests in the restaurant to ensure that the dining experiences being delivered are meeting and exceeding our guest's expectations.

Superb guest recovery is not a black and white training topic. Guest recovery is extremely subjective and can present itself in many ways. The training program for managers needs to address the basic expectations of our guests in common recovery situations. For example, if long ticket times for food are identified as the source of displeasure, then the associated food items should be removed from the bill including a sincere apology to the guests from the manager and employee. The main objective for superb guest recovery training should be that the behavior of the employees and managers not only meet the guest expectations, but exceed them. When expectations of customers are met, and exceeded, it builds brand loyalty and increases the likelihood to recommend and return.

The skill of superb guest recovery needs to be trained and tested to ensure competency. The researcher recommends that all managers currently employed, and for all future managers, complete a one-day seminar that teaches, coaches, and trains managers how to execute superb guest recovery. This seminar will be delivered by the Director of Training and Development and will focus on providing training that educates about emotional intelligence and a recovery approach known as LEAF (listen, empathize, apologize, follow-up). This seminar will require recertification once a year.

In regard to the experiences that are dissatisfactory that occur throughout the year, it is recommended that managers are required to justify any specifics in regards to recovery situations

on their shift. For example, if the manager on duty recovers a guest and it required the activation of a gift card and discount of their meal, the manager will be required to provide a short, brief, but detailed explanation of the experience, as well as proposed solutions to prevent that type of experience from occurring again. In a similar light, BelAir Cantina also receives online reviews and emails about both satisfactory and dissatisfactory dining experiences. When one such review is obtained, the General Manager of said restaurant should be required to contact the customer and gather as many details as possible. Through the investigation, the General Manager should be able to decipher which manager was on duty and the employee involved. It is recommended that the manager of that shift detail the experience as well as provide prevention techniques for the future. That very same manager will also be required to document the employee that was responsible for providing the dissatisfactory experience. Delivering a document to the employee will allow the manager to provide detailed feedback about the employee's performance in an approach that allows the employee to learn from their mistakes.

Future Studies

This survey has provided a base of customer perceptions and opinions of BelAir Cantina and the dining experiences they have. This study needs to be repeated:

1. Remove all open-ended responses. With the knowledge acquired from this survey, it is clear the topics that need further research. Multiple choice, Likert scale, and multiple answer questions will be able to identify more specific details about how to meet and exceed guest expectations in a guest recovery situation.
2. Include all locations. Mentioned early, since the start of this research, two additional BelAir Cantina's have opened which grows our research base.

3. Focus on Employee Attentiveness and Menu based questions. This study has supported the significance employee attentiveness and execution of our menu products has on the guest experience. Investigating further and more specifically about our guest perceptions in relation to those two topics will provide the researcher a more specific approach for training.

References

- Amos, T., Ristow, A., Pearse, N. J., & Ristow, L. (2008). *Human resource management*. Cape Town, South Africa: Wetton.
- Behnke, C. & Ghiselli, R. (2004). A comparison of educational delivery techniques in a foodservice training environment. *Journal of Teaching in Travel & Tourism*, 4(1), 41-56.
- Bharwani, S., & Jauhari, V. (2013). An exploratory study of competencies required to co-create memorable customer experiences in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 25(6), 823-843.
- Bitner, M., Booms, B. H., & Tetreault, M. (1990). The service encounter: Diagnosing favorable and unfavorable incidents. *Journal of Marketing*, 54(1), 71-84.
- Blodgett, J. G., Wakefield, K. L., & Barnes, J. H. (1995). The effects of customer service on consumer complaining behavior. *Journal of Services Marketing*, 9(4), 31-42.
- Burke, M. J., Sarpy, S., Smith-Crowe, K., Chan-Serafin, S., Salvador, R., & Islam, G. (2006). Relative effectiveness of worker safety and health training methods. *American Journal of Public Health*, 96(2), 315-324.
- Burmann, C., & Zeplin, S. (2005, April). Building brand commitment: A behavioural approach to internal brand management. *Journal of Brand Management*, 279-300.
- de Chernatony, L. (1999). Brand management through narrowing the gap between brand identity and brand reputation. *Journal of Marketing Management*, 15(1-3), 157-179.
- Facts at a Glance. (2015, n.d. n.d.). *News & research*. Retrieved from:
<http://www.restaurant.org/NewsResearch/Research/Facts-at-a-Glance>
- Fanning, F. E. (2011). Engaging learners: Techniques to make training stick. *Professional Safety*, 56(8), 42-48.

- Gwen, A. (1994). Customer-service training in academic libraries. *Journal of Academic Librarianship*, 20(4), 219.
- Harari, O. (1999). The power of complaints. *Management Review*, 88(7), 31-34.
- Herr, P. M., Kardes, F. R., & Kim, J. (1991). Effects of word-of-mouth and product-attribute information on persuasion: An accessibility-diagnostics perspective. *Journal of Consumer Research*, 17(4), 454-462.
- Jeong, E., & Jang, S. (2011). Restaurant experiences triggering positive electronic word-of-mouth (eWOM) motivations. *International Journal of Hospitality Management*, 30(2), 356-366.
- Karatepe, O. M., Yorganci, I., & Haktanir, M. (2009). Outcomes of customer verbal aggression among hotel employees. *International Journal of Contemporary Hospitality Management*, 21(6/7), 713-733.
- Kaufman, R. (2015). Why your customer service training won't lead to happy customers (or inspired employees). *Journal for Quality & Participation*, 37(4), 33-37.
- Lloyd, T. (1990). *The nice company: Why nice companies make more profits*. London, England: Bloomsbury.
- Longart, P. (2010). What drives word-of-mouth in restaurants? *International Journal of Contemporary Hospitality Management*, 22(1), 121-128.
- Martin, H. J. (2010). Improving training impact through effective follow-up: Techniques and their application. *Journal of Management Development*, 29(6), 520-534.
- McArdle, G. E. (2007). *Training design and delivery*. Alexandria, VA: American Society for Training & Development.

- Miller, L. (2014, November 8). *2014 State of the industry report: Spending on employee training remains a priority*. Retrieved from: <https://www.td.org/Publications/Magazines/TD/TD-Archive/2014/11/2014-State-of-the-Industry-Report-Spending-on-Employee-Training-Remains-a-Priority>
- Mizerski, R. W. (1982). An attribution explanation of the disproportionate influence of unfavorable information. *Journal of Consumer Research*, 9(3), 301-310.
- Namkung, Y., & Jang, S. (2008). Are highly satisfied restaurant customers really different? A quality perception perspective. *International Journal of Contemporary Hospitality Management*, 20(2), 142-155.
- Ogbeide, G.-C. A. (2008). A case study of restaurant training motivations and outcomes. *Anatolia: An International Journal of Tourism & Hospitality Research*, 19(1), 172-177.
- Punjaisri, K., & Wilson, A. (2007). The role of internal branding in the delivery of employee brand promise. *Journal of Brand Management*, 15(1), 57.
- Salameh, M., & Barrows, C. W. (2001). The role of training in achieving TQM in restaurants. *Journal of Quality Assurance in Hospitality & Tourism*, 1(4), 73.
- Solomon, M., Bamossy, G., Askegaard, S., & Hogg, M. K. (2010). *Consumer behaviour: A European perspective*. London, England: Prentice Hall.
- Su, W.-Y., & Bowen, J. T. (2009, August 13). Restaurant customer complaint behavior. *Journal of Restaurant & Foodservice Marketing*, 35-65.
- Tews, M. J., Stafford, K., & Tracey, J. B. (2011). What matters most? The perceived importance of ability and personality for hiring decisions. *Cornell Hospitality Quarterly*, 52(2), 94-101.

- Tracey, J. B., Sturman, M. C., & Tews, M. J. (2007, August 1). *Ability versus personality: Factors that predict employee job performance*. Retrieved from:
<http://scholarship.sha.cornell.edu/articles/295/>
- Valachis, I., Christou, E., Sigala, M., & Maroudas, L. (2009). Developing human resources' skills and knowledge in tourism and hospitality industry through the determination of quality of training programs. *Tourism & Hospitality Management*, 15(1), 61-72.
- Walter, U. (2008, January 24). The meeting aspect and the physical setting: Are they important for the guest experience? *Journal of Foodscience*, 87-95.
- Wang, Y.-M., Liu, X.-l., & Cong, Q. (2012). How to improve frontline employees' service remedial performance in hospitality industry: Modeling and empirical study. *Tourism Tribute*, 27(3), 69-77.
- Zhang, Z., Ye, Q., Law, R., & Li, Y. (2010). The impact of e-word-of-mouth on the online popularity of restaurants: A Comparison of consumer reviews and editor reviews. *International Journal of Hospitality Management*, 29(4), 694-700.
- Zhang, Z., Zhang, Z., & Law, R. (2014). Positive and negative word of mouth about restaurants: Exploring the asymmetric impact of the performance of attributes. *Asia Pacific Journal of Tourism Research*, 19(2), 162-180.

Appendix A: Online Survey

1. Are you willing to share your complete and honest feedback with our Operations Training Manager?
2. Which BelAir Cantina do you most frequently visit?
3. How often do you dine in and/or take out with BelAir Cantina?
4. What is your favorite part about BelAir Cantina? Please rank in order with 1 being your most favorite. Click and drag your favorite parts in order. (Put your favorite at the top and work your way down)
5. Are you likely to recommend BelAir Cantina Restaurants to your family & friends?
6. Have you ever had an experience that was not up to your standards at any BelAir Cantina? Even if it was a "9 out of 10" experience, we'd love to hear your feedback about why it was a "10 out of 10" experience. If not our restaurant specifically, at any other restaurant recently? (Within the past 3 months)
7. What part(s) of the experience made it unsatisfactory? *(Please be as specific as possible)*
8. Was the employee aware of your dissatisfaction?
9. Did a manager follow-up at your table after the employee became aware?
10. Why do you think the employee wasn't aware about your dissatisfaction?
11. What was handled with the experience that you enjoyed?
12. What was handled with the experience that we could've done better?
13. Was the event dissatisfying enough to ask for a manager?
14. Did you ask for to speak with a manager?
15. Select the statement that best describes why you did not ask for a manager.
16. What type of dissatisfying event are you most likely to ask for a manager?

17. You were satisfied with how the manager recovered the situation?
18. How could the manager have handled it to exceed your expectations?
19. What is an acceptable amount of time to wait for a manager when you (as a guest) request to see one?
20. Was your experience dine-in or takeout?
21. How was the order placed?
22. Do you plan on returning to BelAir Cantina in the future?

Appendix B: Participant Incentive



Thank you for taking the time to complete our online survey. Your feedback is invaluable in our pursuit to become the best that we can be.

*Powered
by tacos*

FREE APPETIZER ON THE HOUSE!

To be redeemed at any BelAir Cantina location. Expiration date 02/12/2017. Cannot be combined with any other discount, promotion, or coupon. Please present to a BelAir employee.