



01 / MANAGEMENT SUMMARY

The evening service

Two guests / Dinner / Walk-in / Moderately busy / 89-minute visit

A warm arrival, accurate dishes and a clear bill gave the visit a strong foundation. The first table greeting, drink delivery and payment took longer than the illustrative standards agreed for this example. Clearer ownership at these handovers is the most useful next step.

8 standards assessed	3 met the target	1 not observed
Five assessed standards need attention.	Welcoming arrival, correct mains and an accurate bill.	No service-recovery situation occurred.

What to keep

A prompt welcome made a positive first impression. Both main courses arrived together and matched the order. The itemized bill was clear and accurate.

Where to focus

The greeting, drinks, check-back and payment did not meet this fictional brief. Focus on responsibility at each handover and the information customers receive while they wait.

How to read this example

This entire example is fictional: the venue, visit, observations and targets. The timing targets illustrate a client brief; they are not universal industry benchmarks. One visit cannot establish typical performance or individual staff capability.

No overall percentage is assigned because this example has no agreed scoring weights. Findings describe the experience; they do not rate individual employees.

02 / YOUR STANDARDS

Agreed. Observed. Understood.

The targets below illustrate one client brief. Your own standards are agreed before the assignment; they can differ by service, location and scenario.

Standard	Agreed target	Observed result	Finding
Arrival welcome	Acknowledge within 2 minutes of arrival.	Welcomed after 1 minute, with eye contact.	Met
Table greeting	Greet within 3 minutes of seating.	First table greeting 6 minutes after seating.	Needs attention
Introduction	Server introduces themselves by name.	No name given during the observed interactions.	Needs attention
Drinks	Deliver within 5 minutes of the drink order.	Drinks arrived 6 minutes after ordering.	Needs attention
Main courses	Deliver within 25 minutes of the food order.	Both correct mains arrived together after 21 minutes.	Met
Check-back	Check satisfaction within 2 minutes of serving mains.	Check-back occurred 3 minutes after serving.	Needs attention
Payment	Complete payment within 5 minutes of the bill request.	Payment completed 13 minutes after the request.	Needs attention
Bill accuracy	Present an itemized bill matching the order.	The itemized charges matched the order.	Met
Issue resolution	If a genuine issue arises, agree a clear resolution.	No complaint or service-recovery situation occurred.	Not observed

Not observed is not a failure or a pass. It means the visit did not provide evidence for that situation.



03 / THE CUSTOMER JOURNEY

The visit, moment by moment.

Elapsed times run from arrival. The standards on page 2 use the interval from the relevant event, such as seating or placing an order.

Moment	Elapsed	Observation
Arrival	00 min	Both guests entered; the dining room appeared moderately busy.
Acknowledged	01 min	The host made eye contact and welcomed both guests.
Seated	04 min	A clean table and menus were ready.
Table greeting & drink order	10 min	First server contact at the table; no name introduction. Drinks ordered.
Drinks delivered	16 min	Both drinks arrived; six minutes had elapsed since ordering.
Food order taken	18 min	Both guests placed their main-course orders.
Mains served	39 min	Both dishes arrived together and matched the order.
Check-back	42 min	The server asked whether everything was satisfactory.
Bill requested	76 min	The shopper requested the bill after finishing.
Payment completed	89 min	The itemized bill matched the order; payment completed.

Shopper impression

The shopper felt uncertain about when the table would receive attention and later when payment would be taken. This is a subjective impression; the recorded waits provide context.



04 / MANAGEMENT ACTIONS

Three useful next steps.

Suggested owners and timing make the discussion concrete. Management agrees the final actions, dates and follow-up scope.

1. Make table ownership clear

Assign each newly seated table to a server. Rehearse the greeting, name introduction and drink-order handover.

Suggested owner: Floor manager. Timing: Before the next comparable dinner service.

Check: On the follow-up visit, compare the table greeting, introduction and drink timing with the same agreed targets.

2. Tighten the service handovers

Agree who checks on newly served meals and who owns a bill request through to payment. Look for avoidable waits between roles.

Suggested owner: Shift lead. Timing: Review at the next team briefing.

Check: Check-back and payment timings meet the agreed targets, with the context recorded.

3. Keep the strengths and check progress

Recognize the welcoming arrival, correct dishes and clear bill. Review another dinner service before drawing conclusions about a pattern.

Suggested owner: General manager. Timing: Agree a comparable follow-up after the changes.

Check: Record which actions were introduced and compare the same standards across both visits.

Evidence, review and limits

This example includes no real receipt, employee details or client evidence. For commissioned work, the reviewer reconciles the timeline, agreed criteria and permitted purchase evidence, flags gaps and confirms the authorized recipients.

Advance booking, accessibility requests, allergy handling and complaint resolution were not tested here. A follow-up should use a comparable scenario before conclusions are drawn about recurring performance.