

A black and white photograph of a young woman with dark hair, smiling warmly at the camera. She is wearing a white lab coat over a dark top. The background is a blurred clinical or office environment with shelves and another person in the distance. A blue horizontal bar is overlaid on the lower part of the image, containing white text.

# ROLE OF THE TEAM MEMBER HOSPITALITY & SALES

# LOS ANGELES INTERNATIONAL AIRPORT: A VISION

## ELEVATE THE BAR

Raise the quality, execution, hospitality & efficiency to exceed the guests' needs by investing in the Delaware North Team and our team members.

## OUR VISION

A THS destination with experiential craft cocktails, dynamic beer offerings, premium wine selections, and craveable food in an energetic atmosphere where people connect and enjoy themselves.

## OUR PURPOSE

The bar is the lifeline and soul of Delaware North! We continue to be industry leaders by providing quality ingredients, flawless execution, and purposeful innovation to drive the guest experience resulting in increased sales, traffic & profitability.

## YOUR GOAL

Team members working to deliver a positive experience to every guest, every time. This manual provides training to become the best team member in the industry and tools to deliver the highest guest experience.



# ROLE OF THE TEAM MEMBER

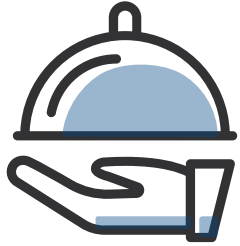


The role of a team member is unique in that you are both a producer and server of products. As a producer, you must demonstrate a commitment to quality and recipe adherence. As a server, you must be dedicated to the quality of your guest's experience. Delaware North team members are known for their skill, knowledge, charismatic personalities and efficient service. These traits will continue to challenge you every shift you work.

Being an **AMBASSADOR** of the bar and brand. This includes complete knowledge of drink recipes, ingredients, and an understanding of the Delaware North team member culture.

Building a **BAR CULTURE**. The atmosphere of the bar is more a feeling than it is aesthetics. This feeling is achieved by making each person feel like a welcomed guest in your home.

# HOSPITALITY



*“The friendly and generous reception and entertainment of guests, visitors, or strangers.”*

***Here are top personality traits Team Members need to be trained on:***

## 1. LISTENING

Good hospitality team members know how to listen, not just with their ears, but with their entire body. Non-verbal communication is just as important as what the guest is verbally communicating.

## 2. COMMUNICATION

It's about the team member's general attitude; they need to look the guests in the eye, have a friendly face, speak clearly, etc. Communication is a vital part of a hospitality team member's job and, therefore, an essential skill to master.

## 3. GUEST FOCUS

Team members often need to go out of their way to make their guests happy. The guests' interest is always number one, no matter what day or time it is.

# HOSPITALITY



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## 4. STRESS TOLERANCE

Whether stress is caused by high volume or an unhappy guest, team members need to be able to handle stressful situations in a calm manner.

## 5. STANDARDS & ACCOUNTABILITY

Team members need to have a particularly strong attitude when it comes to pride in their work. Knowing and following the proper procedures guarantees a positive guest experience.

## 6. MULTITASKING

To get a real flow going behind the bar, you must be able to multitask. You’re taking orders while you build drinks; you’re running credit cards while pouring water for new guests; you’re having a heart-to-heart with a regular guest while fielding drink recommendations. It’s like directing traffic – you try your best to keep all the lanes running smoothly.

# SALESMANSHIP



*“The skill, art or ability  
to sell and present  
persuasively.”*

***These skills and  
methods:***

## READING THE GUEST

The skill of knowing what the guest’s individual and specific needs are. This is the most important ability, but also the toughest to coach. Team members need to approach a guest with the desire to genuinely learn things about the guest.

- Where are they from?
- How is their day going?
- Are they with family or friends?
- Are they celebrating a specific occasion? Birthday, anniversary, honeymoon, etc.?

Identifying what the guest is looking for helps the team member cater to their specific needs and will elevate the guests’ experience.

# SALESMANSHIP



*“The skill, art or ability  
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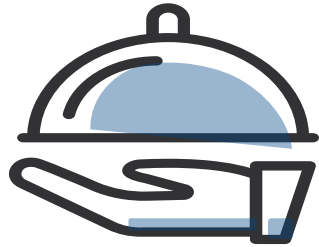
## **SUGGESTIVE SELLING**

The ability to influence the guest’s decision on purchasing a product. This method starts before the guest has ordered. It can include the use of a drink menu or through associate recommendation. When using suggestive selling, the Team Members should use “Wow Words” such as “Fresh,” “Crisp,” “Refreshing,” “Delicious,” “Balanced,” etc. These positive descriptors will help influence the guest’s choices.

## **UPSELLING & ADD-ON SALES**

The ability to persuade a guest into a higher quality, higher priced alternative and the skill of getting the guest to purchase an additional product after their original request. An example is having the guest opt into a bottle of wine for the table instead of a couple individual glasses. Also included would be selling a different beverage experience at different places in the guest experience; cocktails with appetizers, wine with entrees, and coffee or after dinner drinks with desserts.

# STEPS OF SERVICE



*Here are standard steps of service for Team Members during a guest experience:*

## Casual Dining Bar Service (USS)

- The Team Member greets each guest (or group of guests) within 5 feet and speaks first (even when approached) by the guest and verbally welcomes them in a manner that communicates warmth and genuine hospitality including a smile and eye contact. Greetings may include; "Welcome", "Hello" and other similar expressions
- The Team Member's uniform is clean, well maintained, pressed, fits properly and is appropriately worn. Shoes are clean, polished and in good repair
- The Team Member's jewelry is conservative in style and number with no more than two earrings per ear and no other visible body piercings
- The Team Member re-connects with the guest with a smile and friendly eye contact at least once after the acknowledgment and greeting but before the thanking and farewell wish
- The Team Member's posture is friendly, enthusiastic, patient, attentive, and the Team Member's posture is upright, indicating an eagerness to assist guests. The Team Member's facial expressions are alert and confident. The Team Member is forward-facing to guests
- When asked, the Team Member possesses immediate knowledge of the product offerings, facility and service offerings for their work area. These may include menu item knowledge, location of nearest restrooms, elevators, hours of operations, etc.
- The Team Member provides a warm and sincere "thank you" to each guest (or group of guests) communicating the Team Member's appreciation for the opportunity to be of service



# GENERAL F&B TERMINOLOGY

86 - Sold out of a particular item.

2-Top - A table or booth that seats or can seat up to two people.

4-Top - A table or booth that seats or can seat up to four people.

All-Day - Consolidate on drinks or food items, i.e. "3 Dr. Peppers all day"

Bank - Money a server carries to make change for a guest's bill.

Behind You - A verbal warning not to turn around or stop as someone is behind you.

Check-Out - A shift leader checks side work to make sure it has been completed correctly. May also refer to turning in money at the end of their shift.

Closed - The point during a shift when a server will no longer receive tables, however, they will continue to serve their existing tables.

Expediter - Person who calls the orders into the kitchen, the final checkpoint for food quality, bridges all communication from the staff to the kitchen.

Expo - The place where food comes out of the kitchen.

Grazing - To eat food off plates or eating any food items while working a shift. This is prohibited. The exception is the expediter who tastes all the food.

Hobart - The area or machine where dishes are washed.

On The Fly - Needing something immediately –rush it.

P.S. - (Pre-shift) A gathering of servers before each shift. This gives managers a chance to inspect uniforms and deliver important information.

Runner - Any person who takes food from the service line out to the appropriate guest's table.

Roll-Up - 1 fork, 1 knife, rolled together in a white napkin. Roll-ups are placed on every table in the dining room.

Side Work - Duties assigned to a server to do throughout/at the end of a shift.

Spec - To do a job or to make a food item exactly to specification.

Teamwork - DN service philosophy. Everyone (managers, servers, hostesses, and the kitchen staff) helps each other.

Wait Station - The area where servers obtain glasses, iced tea, coffee, etc.

Weaving - This is when a server circulates through the entire restaurant looking to see what is needed by our guests.

Weeds - Not being able to perform up to DN standards. Can occur from being unorganized or simply being extremely busy.

Zone - The point during a shift when a manager closes some stations and enlarges others.