Guest Check Average - Also referred to as "GCA", in our Squirrel system it is called "Guest Average" not to be confused with "Check Average" in Squirrel. However, you refer to it, the definition is the average spend each customer spends on a meal, beverages and enhancements when dining out in our locations.

In our industry we talk a lot about "upselling", suggesting, or offering appetizers, pre and post dinner drinks, desserts. Like most casual dining restaurants, we have a diverse offering that covers most, if not all, of the categories and options a guest could want when choosing a place to dine but how do you measure your GCA results to determine the health of your business and more importantly how do you spot training opportunities on your team to improve these results?

Currently in the last quarter of 2021 our company average of GCA is hovering around $18-$19 daily. We have stores as high as $28 and as low as $14… but what should the goal be for your location? It's not a simple answer because of the numerous factors that effect it but here are some things for you to consider.

This screen shot is from our corporate location in Calgary. It is taken right from the CTUIT dashboard and is easy for any squirrel location to access and look at daily. But what do we see?

Calgary East Hills | 10/20/2021

Key Numbers

	10/20/21	WTD	LY WTD	Variance	Var %
Net Sales	$2,449	$6,126	$4,987	$1,139	22.8%
Gross Sales	$2,599	$6,416	$5,231	$1,185	22.7%
Guests	113	296	267	29	10.9%
Checks	75	195	174	21	12.1%
Labor Hours	55	140	119	21	17.4%
Labor $	$941	$2,392	$1,894	$499	26.3%
Labor %	38.4%	39.0%	38.0%	1.1%	2.8%
SPLH	$44.72	$43.76	$41.82	$1.94	4.6%
Guest Avg	$21.67	$20.70	$18.68	$2.02	10.8%

- Our guest average (GCA)for yesterday was $21.67
- Our Week to date GCA is $20.70
- Last year in the same week our GCA was $18.68 which is a $2.02 increase or 10.8% increase year over year

Since the end of 2020 Smitty's Canada has printed one new core menu that had an average price increase of about 2.25% depending on your market so you should automatically have that much of an increase at a minimum… if you do not you have some work to do!

How do you do the work that needs to be done?

- No matter what your current result is set a goal for your team and communicate it!
  - At our corporate location we are up 10.8%, we should be happy about this and celebrate it absolutely but just because we are currently achieving a WTD GCA of $20.70 why can't we set a goal to increase it by 5%? That would make our new goal $21.73 which is just slightly more than we actually achieved the day this report was pulled on October 20th.
- Post your new goal on your daily communications board for your team to see it, human beings are inherently competitive and just by communicating a goal they will sub consciously change their actions to achieve the new goal. Your best servers will not require any training or coaching, they will just go do what they have always done and perform at the top of their game!
- For anyone that falls below your standard of "best server" you might need to have some conversation

This report is a simple server productivity report I pulled from CTUIT starting sept 1 to yesterday, you can pull this for any period you choose, 1 month, 3 months, YTD whatever you choose but it will show you who your top performing servers are at GCA, do not be surprised that someone you thought was a top performer may not be and vice versa.

Smitty's Canada Inc.
Server Productivity Report

Job: Dining Server   Daypart: All   Revenue Center: All

Server Name	# Shifts	Sales / Shift	Guests / Shift	Avg $$	-NA Bev Qty	-NA Bev $$	-Food Qty	-Food $$
BROOKWELL, SHARON	30	589.12	32.7	18.00	0.1	0.31	0.9	5.62
Charlebois, Kate	36	640.84	34.2	18.76	0.1	0.51	0.8	3.81
DELGADO, MICHELLE	28	641.96	35.3	18.21	0.1	0.62	0.9	4.11
Leveille, Alex	15	734.95	18.4	39.94	0.3	1.37	1.6	8.19
MCCISAAC, SHELBY	30	512.50	27.8	18.44	0.1	0.34	0.9	5.26
MERRIAM VAN-LANGE, DANIELLE	23	342.29	18.6	18.44	0.1	0.35	0.8	5.09
OUT, TAKE	41	70.30	0.2	320.27	1.2	3.78	2.6	43.65
REID, SKYE	13	359.48	19.2	18.69	0.1	0.22	0.8	5.65
SIMPSON-OCHOA, DIEGO	14	484.50	24.9	19.49	0.0	0.21	0.8	6.05
WEBB, KAREN	13	784.28	41.2	19.02	0.1	0.61	0.8	4.54
Averages (Weighted)	**24.3**	**483.64**	**24.2**	**19.99**	**0.1**	**0.48**	**0.9**	**5.00**
Averages (Non Weighted)				**50.93**				

You can see that based on this report if I set my goal for GCA this quarter at $21.73 most of my team is falling behind that goal. You can export this to an excel spreadsheet and sort it from highest to lowest GCA and post the results. Keep in mind that someone who only works breakfast shifts will likely have a

lower GCA than someone who only works dinner shifts because the menu price for breakfast is a few dollars cheaper than dinner on average. But set your goal based on your results and show your team who is hitting that goal and who isn't.

You have set a goal, you have communicated that goal, you have shared your teams results and challenged them to hit your new goal but how do you get there?

- Start by suggesting some of the easy and obvious opportunities for your team in each day part of sales on your daily communication board and in pre-shifts. Do not overload them with too much information all at once but instead give them just a couple of examples each day but refresh them daily to keep them engaged.
- Some examples include but are not limited to, if you can make your suggestions fun and break them into small bite sized bits you are teaching your servers to exercise the muscles, they have already been taught to use but are just not using regularly. Change it up and keep it fresh!
  - o Breakfast- Sell 1 large juice for every 4 guests, sell 1 breakfast poutine for every 6 guests, add fruit topping to as many orders of pancakes you can! Sides of bacon or our delicious Jimmy Deans sausage. The first month we highlighted sides of bacon and sausage on delivery they jumped into the top 10 items sold almost every day! And that was without a server telling them how delicious it is!
  - o Weekend brunch is a great opportunity to suggest Caesars and Mimosa's! 1 to every 3 guests! When you sell 1 its easier to sell another!
  - o Lunch- Sell 1 gravy to every 3 guests, Sub Poutine or Sweet Potato fires for 50% of your lunch guests, sell one shared appetizer for every 2 tables, Sell one shared dessert for every 2 tables, Start with a bowl of soup?
  - o Dinner- Again, appys and desserts, pre-dinner cocktail? Post dinner cocktail? Start with a side soup or salad?
- Choose a regular menu item that has a healthy menu price and verbally feature it daily… a good example is the new Southwest benedict, the new steak sandwich, our signature roast beef or turkey dinner!
- For your lowest performing servers, if you do not see improvement in their results after a week or two it is probably time for some group training or one on one retraining of how-to suggestive sell. Using role playing to show examples and even asking your top performing servers to help facilitate a training session with a small group to demonstrate how they approach suggestive selling.