

The Implementation of Waiters And Waitresses' Upselling Techniques At Ticket's Cafe of Horison Ultima Makassar Hotel

Riska Veronika, S.ST., M.Par

Hospitality Study Program, Politeknik Bosowa Makassar
veronikariska@hotmail.com

Nila Sartika Achmadi, S.M.B., M.M.

Hospitality Study Program, Politeknik Bosowa Makassar
nila@politeknikbosowa.ac.id

Dewi Andriani, S.ST., M.Par

Hospitality Study Program, Politeknik Bosowa Makassar
dewi.andriani@bosowa.co.id

ABSTRACT

This study aims to analyze the use of upselling techniques among waiters and waitresses at the Ticket's Café in Hotel Horison Ultima Makassar. This analysis includes the answer to whether or not they use upselling techniques, how they use it, and what the result is. The data in this research are collected during observation and interview. This research studies the waiters and waitresses along with their superiors. The data are then analyzed with descriptive qualitative method which includes data reduction, presentation and conclusion drawing. The result of this research is that the waiter and waitresses have been proven to use some upselling techniques; however the implementation is not as effective as expected because the number of waiters and waitresses is not enough to deliver the best impacts of the techniques and not all of them use the right upselling techniques.

KEY WORDS: Waiters; waitresses; upselling; technique.

INTRODUCTION

Waiters and waitresses are the most important parts of a restaurant. Their main job is to prepare for restaurant operations, welcome and serve the guests, sell food and beverage, make sure the guests are satisfied and keep the restaurant clean and neat. A waiter and waitress are defined as an employee of a restaurant whose main job are to wait the guests, make them feel welcome, take orders and serve them, clean the restaurant and prepare the tables for the next guests (Marsum, 2002).

A competent waiter and waitresses have to possess the skills, attitude and knowledge about their restaurants' products and services. They do not only work to serve

or wait the guests, but also as salespersons and representatives of the restaurants. In the book Food Service in Maximizing Up-Selling (Food Service Today, 2012), upselling is a process of increasing sales with polite and interesting techniques. Upselling is selling more than the guests have ordered before.

Every restaurant has unique techniques in doing upselling. In a restaurant business, upselling is offering something on the menu that the guests more than they have ordered without them feeling forced. The upselling is selling something so smooth, the guests will think they need it and they finally want to order it. The key to a successful upselling is in the attitude of the salesperson, in this case the waiters and waitresses. They have to do it politely.

The authors conduct this research in Ticket's Café of Hotel Horison Ultima Makassar. The café located in the city called the gate of Eastern Indonesia serves food both Indonesian and western and beverages both alcoholic and non-alcoholic.

Although all waiters and waitresses are obliged to upsell, it does not work out as expected. Interview was conducted with a few employees of Ticket's Café, one of the reasons the upselling is not successful is because of the lack numbers of waiters and waitresses in the restaurant.

Thus, the authors decided to do a research on The Implementation of Waiters and Waitresses' Upselling Techniques at Ticket's Cafe of Horison Ultima



Makassar Hotel to figure out the area of improvements.

LITERATURE REVIEW

Upselling

Lukman Ali (in Kristina, 2012) said that implementation is practicing and adjusting. Based on that, it can be said that the word implementation means an action to get the expected results. In a book on how to maximize upselling (Food Service Today, 2012), upselling is a technique to sell with a polite and interesting manner. Selling more thus the guests will order more than they initially want or need.

The implementation of upselling techniques aims to generate more income. It should be done together as a team, where each individual contributes to the pursuit of the goals.

In the book, the author says that the key to maximize the upselling is not to force the guests. Instead, the waiters and waitresses can direct and recommend food and beverage products to the customers. The steps of upselling process starts when the guests enter the restaurant. When they have sit down comfortably on the table assigned, the waitress and waitresses should give them the menu book. They should not let the guests take too long to order. This is the opportunity for them to upsell.

The waiters and waitresses should 2-3 minute time before they approach the guest's table to take the order. If the guest still cannot decide the meals to order, they can recommend the right food and beverages for the guests. In that case, recommend the house specialist or the best seller. The recommendation for the guests does not have to be the most expensive one.

Upselling Techniques

According to Smith (2015), upselling is a strategy for a restaurant to increase their profit by training staffs on ways to sell more. Upselling is more than just sales; it needs perception, knowledge and wisdom. Upselling can be seen less as a selling process and more as a customer service; the technique must be smooth enough to avoid annoying the customers. There are a few techniques in restaurant upselling:

1. Offer More-Expensive Items

The most common restaurant upselling technique is to offer more expensive products than the ones a customer initially orders. This tactic is more effective when done vaguely. Waiters and waitresses often use this

technique without the customers noticing by offering two choices of alcoholic beverages without informing that one of them is more expensive than the other. To achieve this, the waiters and waitresses need to possess a basic knowledge about the profit and price of each item on the menu.

2. Extras

Many restaurants rely on simple strategy to sell more by offering extras. A fast food restaurant may ask the customers if they want to upsize or they want extra french fries with their meals. Waiters and waitresses will ask the customers if they want a starter or a special menu. In certain restaurants, extras are made especially by chef management for extras and new menu.

3. Offer Specific Items

Asking the customers if they want extra food or beverages is often more effective and specific. Restaurants often avoid using general terms that are easy for the customers to ignore. When asking about dessert, for example, the waiters and waitresses should ask if they want to try the chef's special dessert and then describe the menu to the customers. It is very effective when the customers are in doubt, a specific description about delicious food and convince them to order.

4. Make Suggestions

When a customer is discussing about what to order or when they ask for a recommendation, the waiters and waitresses have an opportunity to upsell without being pushy or annoying. The customers may want a more expensive item on the menu when they ask for a suggestion or a beverage recommendation to have with their meals. By making useful suggestion, the customers will feel being taken care of instead of being a sales target.

5. Demonstrate Enthusiasm

One of the most effective upselling techniques is to show enthusiasm about the food the customers want. When they can give details about the food, their personal experience and preference, it can be more ensuring than just showing expensive items. This technique requires the waiters and waitresses to be convincing and thorough in upselling.

RESEARCH METHOD

Research Design

This research uses descriptive qualitative method where

the data are reduced, analyzed, presented, and then the conclusion is drawn. This research used two kinds of data, primer and secondary. Primer data are the data given directly by the source to the researcher (Sugiyono, 2015). The data in this research will be gathered from observation and interview on the subject.

Secondary data are the data gathered by parties other than the researcher (Sugiyono, 2015). Included in the secondary data is literature review result. In this reviews, the authors review literatures and find a ground for the research from books, journals, thesis, and other relevant sources.

Population Sampling

Sugiyono (2015) said that population is a generalization area which consists of objects and subjects that has certain quality and characteristics to learn and draw conclusion from. Population is not only for human, but also for other objects. This research's population is all waiters and waitresses in Ticket's Café Restaurant which consist of 6 people.

Sample is a small part of numbers and characteristics in a population. This research uses the total population sampling where the authors examine the entire population. It is a type of purposive sampling technique where the entire population is examined.

Research Instrument

The main instrument for this research is an interview guideline used during the interviews. A guideline is needed in structured interview to make sure the researchers get the necessary information for the research.

Data Collection

The data are collected during observation and interview. Sugiyono (2015) says that observation is a method in collecting data related to human behavior, work process and nature symptoms, which are not too big to observe. The type of observation used in this research is passive participation. It means the researcher is present at the scene of action but does not interact or participate.

The interview is used when the researcher wants to do preliminary research to find problems and the size of participants. In this research, the author used semi structured interview (Sugiyono, 2015) to find problems more openly, where the interviewees are interviewed to ask for their opinions and inputs.

Data Analysis

According to Sujarweni (2014), data analysis can be defined as an effort to statistically process the data gathered to answer the research problems. Data analysis used in this research is descriptive qualitative where the authors reduce the data, serve them and draw conclusions.

Data reduction is conducted because the researchers may have a lot of data from the field which need to be sort and record thoroughly to find the most accurate data. The next step is data serving, where the authors explain the result of their observation and interview. The last step, the authors draw conclusions related to the research questions.

Previous Findings

A research by Maatini (2015) about Upselling Strategy to Increase Appetizer Sales in Restaurant Lotus Hotel Maqna Gorontalo" reveals that there is lack of upselling activities for appetizers even though the management has conducted several trainings about it. More motivation and supervision from the management team is paramount.

The next research is by Dr. Kshitiz Sahrma. Dr. Sharma (2015) found that upselling techniques have changed in Front Office Department. People tend to search everything online before reserving a room.

RESULT AND DISCUSSION

Ticket's Café

Ticket's Café serves both alcoholic and non-alcoholic beverages with various food, from local food like *nasi goreng* to western menu like pizza and spaghetti. Ticket's Café have its own designated kitchen. Most guests are young people who go there just to relax, hang out with friends, and for business purposes.

This restaurant performs a live music every Saturday and Sunday. The business hour is from 4 pm to 12 am. Usually Ticket's Café throw interesting events like Nobar, where people watch a game together in a big screen and eating burger competition to create interests. Besides that, this restaurant also gives interesting promotions for the guests.

Waiters and Waitresses Requirements

To become a waiter or waitress in Ticket's Café, one must have the following requirements:



1. Physically healthy: normal hearing, well groomed nails and teeth, free from infectious diseases such as TBC or hepatitis.
2. Able-bodied.
3. Well grooming.
4. Well-built and energetic.
5. Able to always wear uniform and all the attributes required by the company during the work hours.
6. Not wearing excessive jewelry.
7. Women can wear standard make up with hair always forms a bun in the back of the head covered with hairnet.
8. No mustache or beard for men and hair must always stay short.
9. No body odor.
10. Free from any mental illness.
11. Able to communicate well in Bahasa Indonesia and English
12. Cheerful, patient, discipline, easy going, helpful, able to work based on instructions.
13. Able to sell.
14. Have educational background and experience related to the field.

4. Taking guests' order to the kitchen
5. Picking up order and serving it to the guests
6. Clearing up the table
7. Providing napkins, wares, and supplies
8. Gathering and delivering soiled linen and dirty dishes to the laundry and stewarding
9. Following captain's order
10. Cleaning the work area
11. Upselling

Implementation of Upselling

Food Service Today (2012) says that waiters and waitresses are the most important persons in restaurant operations. As staff, they are the "face" of the restaurants that people see and judge the restaurant's quality from. Without their excellence service, the guests would not want to revisit the restaurant in the future.

A good waiter or waitress knows how to upsell. To upsell, first thing a waiter and waitress should know is what to upsell. Based on an interview with Muh. Yusuf as a Manager of Ticket's Café Outlet, he defines upselling as an activity to increase the revenue and gain more profit. That statement is in line with the theory stating that upselling is a process to sell with polite and interesting manner to gain more profit.

Every waiter and waitress must upsell and understand how to upsell well. To ensure this, Muh. Yusuf ask them to upsell and give them monthly training and highlight it during the briefing both before and after operational hours.

In upselling, every part of the restaurant's organization has been aware about the importance of upselling. The manager knows how important it is to the restaurant operations, thus he conduct regular trainings. The waiters and waitresses know that it is important because they are regularly reminded during the briefing.

To upsell, a waiter or waitress have to master the menu they offer before approaching the guests. Giving more detailed information about the menu will increase the probability of the guests to buy what they offer. To start upselling, the waiters and waitresses in Ticket's Café introduce themselves. Usually the guests are more interested with the food that people often order or the favorite menu in the restaurant. The waiters and waitresses' initiative to approach the guests is one of the main keys to a successful upselling.

Organizational Structure in Ticket's Café

Figure 1 presents the organizational structure of Ticket's Café

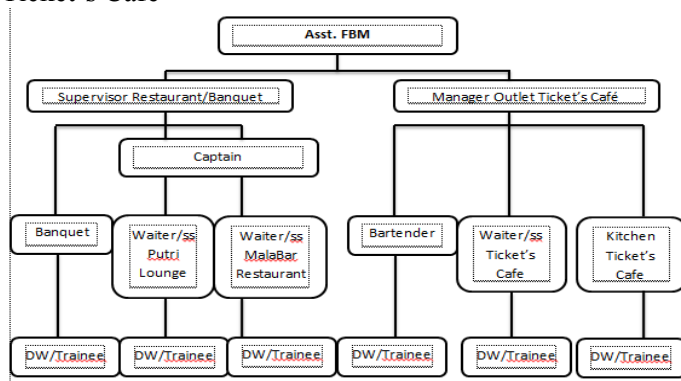


Fig1. Organizational Structure of Ticket's Café Source: Ticket's Café

From Figure 1, the authors can conclude that the waiters and waitresses of Ticket's Café report to Outlet Manager which reports to Assistant Food and Beverage Manager.

The job description of the waiters and waitresses in this restaurant are:

1. Providing everything needed to serve the guests
2. Setting up *mise en place*
3. Directly serving the guests

Waiters and waitresses in Ticket's Café offer the best items on the menu, the slow moving items and items with promotions. First of all, when the guests ask what to order from the menu, they have to offer the best one so the guests will be satisfied. After ordering the first item, they will start to open up a conversation to with the guests. Usually when they start to offer items on the menu, the guests will ask about the favorite menu. Making a real conversation about the waiters/waitresses' favorites can ease the way to upsell. Besides conversations, waiters and waitresses should treat the guests like a friend whose needs have been taken care of.

Despite all the efforts the waiters and waitresses have done, they have not reached the target. They have 48 Million Rupiah monthly target. The management gives this target to push and motivate the employees. To guide the waiters and waitresses in upselling, the supervisor of Ticket's Café regularly look for the least popular items on the menu and work on how to sell more of them, including the way the waiters and waitresses describe the item, like the way they smile and the passion they show when talking about the item.

The biggest problem in upselling process in this restaurant is the lack of human resource. The senior employees might master the technique, but the new ones who keeps coming and going every now and then, the result is not effective.

Implementation Techniques

From the observation and interviews during this research, the authors found several upselling techniques used by the waiters and the waitresses of Ticket's Café.

1. Selling More

On using this technique, the waiters and waitresses will offer more expensive items on the menu. In order to do that, they have to approach the guests so that they have more trust towards the waiters and waitresses. To choose a more expensive item over the one the guests have chosen is a challenge. The trust of the guests is the real investment which generates willingness to accept the suggestion of the waiters and waitresses to exchange the initial order to something more expensive.

2. Offering Extra

Besides offering more expensive items on the menu, the waiters and waitresses can offer extra items to the guests. The result of an interview with the waiters and waitresses of Ticket's Café is that they usually pick the

right timing to offer the extra item, such as when the guests are having their appetizer or their dessert. They can offer the house specialists so that the guests can enjoy something unique unlike their visit to other restaurants. The best timing to offer extra item is when the guests ask the waiter or waitress about the menu.

To support this technique, the restaurant offer regular sales promotion and new items on the menu to boost the willingness to buy. The promotion and the new items on the menu can work as an opening line to start a conversation with the guests. Usually, the guests have been familiar with the sequence of service in a restaurant, thus, they often see it as a mere formality. However, when the waiters and waitresses offer something new like promotions or new items, the guests may open up and start a conversation.

3. Making suggestions

Making suggestion is all about giving the guests something they may want. The thing a waiter or waitress should highlight is how to make their offering during the upselling process something the guests want. In Merriam-Webster Dictionary (2019), to suggest means to seek influence or to seduce. In this case, the waiters and waitresses should influence, even seduce the guests in the nice and polite way to upsell.

In this restaurant, the waiters and waitresses make suggestions when asked. They suggest by asking the right questions to the guests when at the end, they will come up with the best suggestion for the guests; for example asking whether or not the guests like spicy food or if they prefer nonalcoholic drink.

The waiters and waitresses should be able to read the characteristics of the guests. A young man on a date would want to impress the woman he takes. A waiter or waitress can help to make that impression. Thus, the upselling will no longer become another way to sell, but it is another way to satisfy the guests as a part of the restaurant's excellence service and make them want to come back in the future.

4. Showing enthusiasm

To convince the guests to order the food or beverages during the upselling process, the waiters and waitress must look convincing. Based on the interview with the Ticket's Café's waiters and waitresses, one of the best ways to convince the guest to buy what we sell in upselling is by showing enthusiasm. An enthusiastic speaker is more often believed by the listener than the

less enthusiastic ones.

Building an enthusiasm during a conversation with the guests can be done by mastering the product knowledge. The knowledge is not only how a certain food and beverages are made of and how to make them. It is also about understanding the food and beverages mix and match. The waiters and waitresses must understand what beverage goes well with certain food, or what food is best when eaten with expensive wine.

The waiters and waitresses in Ticket's Café would put themselves in the guests' shoes to see what item match each character of the guests. They also learn to read body language of the guests to find out if they respond well to the suggestions given.

Suggestions will work well with the guests who have hesitation about the menu. The hesitation is shown when the guests take a long time to decide. Helping them with the decision making while upselling is a perfect combination that will lead to a great sales.

Sometimes the guests want to order certain food or beverages, but they hesitate. This hesitation is caused by their uncertainty of the item's worth, or because they have never seen it before and they are afraid they will not like it. Giving suggestion while upselling will overcome the guests' hesitation.

CONCLUSION

Based on the results of research and discussion in the previous chapter, it can be concluded that the waitress at the Café of the Ticket's management has implemented upselling. The techniques they use include: selling more, offering extra, making suggestions and showing enthusiasm. However, they cannot reach the maximum result due to the lack of employees in the restaurant.

In this research, the authors suggest that the management of Ticket's Café should conduct more elaborate training not only on how to upsell, but also how to upsell more so the number of employees will not be an issue. K. Kaminakis et al (2018) claim that servicescapes works effectively as a tool for managers to achieve their goals. It can be implemented with rewards, coaching, training, collaboration, and innovativeness.

For the next research, the authors suggest that a

research on how to upsell with limited staffs can be conducted. The authors believe that this is not a problem for Ticket's Café alone, it is a problem for many restaurants.

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