

CONFIDENTIAL AUDIT · SPECIMEN (FICTIONAL DATA)

A landmark fine-dining restaurant

CATEGORY Fine Dining · Wine-Forward REGION Major U.S. coastal market

VISIT Dinner service, party of two · unannounced

EVALUATOR Principal Evaluator (former GM; certified sommelier)

78 / 100

Overall guest-experience score on the LUXE Method — technical execution, emotional hospitality, and the commercial layer, weighted.

The Scorecard

LUXE DIMENSIONS

Logistics		88
Understanding		72
eXecution		81
Emotion		69

SUB-SCORES

Technical		86
Emotional		70
Commercial		63
Brand		80
Risk / Recovery		72

TOP STRENGTHS

- Kitchen execution was precise and confident across all nine courses.
- The dining room was immaculate; table maintenance was near-invisible.
- The host's welcome was warm, unhurried, and genuinely gracious.
- Pacing through the first half of the meal was exemplary.

CRITICAL FAILURES

- No sommelier visited the table despite a \$400 bottle order.
- A returning guest (noted in the reservation) was never recognized.
- A 14-minute gap between courses five and six went unaddressed.
- The by-the-glass program was never offered; an obvious pairing was missed.

Critical Issues

HIGH

Wine service abdicated to the server

A four-figure wine order was opened and poured without a sommelier present. No decant was offered for a wine that plainly required it. This is both a revenue and a brand-credibility failure.

HIGH

Recognition system broke at the door

The reservation flagged a returning guest and a celebration. Neither was acknowledged at any point. The single highest-leverage hospitality moment was missed entirely.

MEDIUM

Unmanaged pacing gap

A 14-minute lull mid-meal passed without a touch, a word, or a pour. The guest noticed before the staff did.

Guest-Journey Timeline

7:28

Arrival & Host Stand

Greeted by name within fifteen seconds. Coats taken. Escorted graciously.

7:34

Apéritif & Menu

Cocktails confident and prompt. No mention of the zero-proof list.

7:51

Wine Order

Server took a \$400 bottle order. No sommelier engaged. No decant offered.

8:05–8:52

Courses 1–4

Flawless execution; pacing ideal; genuine warmth from the captain.

9:06

The Gap

14 minutes between courses 5 and 6, unaddressed.

9:48

Dessert & Check

Celebration never acknowledged. Check accurate; farewell sincere but rushed.

Touchpoint Evaluation

Wine & Beverage

63

The list is serious and well-chosen; the service around it is not. A guest spending at the top of the by-the-bottle range received none of the ritual or guidance that spend implies — and the program left obvious by-the-glass and pairing revenue unrealized.

OBSERVATIONS

- No sommelier contact across a three-hour, wine-led dinner.
- Bottle opened tableside competently but poured without decanting.
- By-the-glass pairings never offered with the tasting menu.
- Glassware appropriate; storage temperature slightly warm.

RECOMMENDATIONS

- Mandate sommelier touch on any bottle above a set threshold.
- Introduce a scripted by-the-glass pairing offer with tasting menus.
- Add a decant decision to the wine-service standard.

Wine list reference: [REDACTED] priced at [REDACTED], served at [REDACTED].

Service & Hospitality

74

Technically among the better service teams in the market, undermined by two emotional misses: a returning guest unrecognized and a celebration unmarked. Warmth was real but generic; it never became personal.

OBSERVATIONS

- Reservation notes were captured but never operationalized at the table.
- Captain was excellent; support staff inconsistent.
- No manager presence on the floor during the mid-service gap.

RECOMMENDATIONS

- Build a pre-shift recognition brief from reservation notes.
- Assign explicit ownership of flagged guests to a captain.
- Restore a visible floor-manager presence through the full service.

Revenue Leakage

Unoffered by-the-glass pairings (per cover)

\$38–\$62

Missed sommelier-led trade-up on bottle selection

\$75–\$140

Unconverted special-occasion follow-up

High lifetime value

Thirty-Day Action Plan

- DAYS 1–7

Institute the sommelier-touch threshold and decant standard.

Owner — Beverage Director
- DAYS 1–14

Launch the reservation-driven recognition brief at pre-shift.

Owner — General Manager
- DAYS 14–30

Re-establish floor-manager presence; re-train on pacing recovery.

Owner — Service Director

This specimen uses fictional data. Live reports are delivered under NDA to a named recipient, with evaluator identity protected and evidence redacted as required.