

# Mystery Shopper

*Not a hired diner with one bill. The person who owns the house walks the whole map.*

*“A guest remembers the feeling. This sitting records the fields they never write down.”*

— Emma

## 1 WHAT MATTERS: EXECUTIVE BRIEFING

Mystery-shopper firms send a stranger for one meal and a score. This sitting is run by the owner or the person they designate. 117 observations, 29 subsections, each with purpose, evidence and a next action. Restaurant, bar, terrace, restrooms, wine and upsell in one file. Then you save it and do it again.

What stands out is not the word guest. It is completeness and ownership. A hired shopper sees one ticket. This map covers door, greeting, table, timing, bar, terrace, restroom, wine, upsell and the bill — and names who served so coaching has a target. Live board while you walk. Reports you can print. A .emma file you can open in three months and see whether the visit actually changed.

### TARGET AUDIENCE

The owner or the designated person. People who will tell the truth about their own house. Restaurants, bars, pubs, cafés, hotel F&B.

### CORE DELIVERY

Not one dinner and a PDF from an agency. Walk the eight sections. Tell the truth. Save. Come back and compare.

## 2 PRODUCT ARCHITECTURE & KEY FEATURES

Answers describe what the guest actually met. Entered P&L figures, net of VAT, only add a very plausible money lens. They do not invent extra covers from a smile.

### The 8 guest-journey sections (117 questions)

The live map — eight sections, 29 subsections, 117 items:

- Restaurant experience — door to bill
- Terrace service
- Cleanliness and ambiance
- Wine service
- Bar experience
- Restrooms and maintenance
- Satisfaction and value
- Upselling and ticket value

### The real-time live board

As answers are entered, four outputs update:

#### RING-A-BELL ITEMS

Does this really ring a bell? Entrance, wait, plate, restroom, goodbye.

#### CONTROL GAPS

No name, no station, no time — an impression you cannot coach.

#### PRIORITY AREAS

Where the visit actually breaks — from door to bill, including wine and upsell.

#### OVERALL RISK

Weighted position of the visit as observed, not as remembered.

## 3 THE CALCULATOR & FINANCIAL BENCHMARKS

The Profit Opportunity Calculator is optional. If you enter figures, net of VAT, it shows a very plausible money lens on ticket, return and missed upsell. It does not manufacture guaranteed extra revenue.

| BENCHMARK FINANCIAL VIEW      | ANALYTICAL PURPOSE & INTERPRETATION                                                                                                                  |
|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| Gap — excess above upper band | How far an entered cost line sits above the upper end of the working range. Exposure on that line. Not an exact recovery and not cash already found. |

**Headroom — distance to lower band**

How far the same line sits above the tighter, lower end of the range. Strategic context only. Not a promised recovery.

**Above-upper with diagnostic evidence**

High-priority overlap: an over-band line that is also supported by weak guest-journey answers in the 117 questions. Investigate. Do not treat as a personal attack.

**COMMERCIAL LOGIC PRINCIPLE**

The three financial views are kept strictly separate and are never added together. Benchmark gaps are for management investigation, not guaranteed bankable savings. All figures net of VAT.

**4 TIERED REPORTING & COMPARISON SUITE**

One sitting, four report layers, plus a comparison when a previous completed file is loaded:

- **Executive Decision Report** Short position of the operation for owners and GMs.
- **Management Action Report** Order of work: what the next guest should meet differently.
- **Detailed Diagnostic Report** Fuller narrative and retained Ring-a-Bell evidence.
- **Technical / Evidence Record** Tighter read of the 117 questions — purpose, trade logic, proof required, next step. Not a third-party audit file.
- **Then vs Now Comparison** Load a prior .emma file. Resolved, improved, new or worsened. One sitting is a photograph. Two sittings are whether anything moved.

**5 SCOPE BOUNDARIES: WHAT IT IS VS. WHAT IT IS NOT**

Honest limits are part of the method.

**WHAT MYSTERY SHOPPER IS**

- Owner-run, not agency-run. The person accountable walks the map.
- 117 fields with purpose, evidence and action — a guest remembers maybe half.
- Restaurant, bar, terrace, restroom, wine and upsell in one sitting.
- Save the file. Walk it again. See whether the visit changed.

**WHAT MYSTERY SHOPPER IS NOT**

- A hired mystery diner, one meal, one score, a PDF in the inbox.
- A TripAdvisor paragraph, or a polite walk the team already rehearsed.
- A script that proves “we always greet.”
- A gotcha report written to catch a waiter out.

**6 HOW TO RUN AN EFFECTIVE ASSESSMENT**

Do the sitting in this order. Skip a step and you get a story, not a diagnosis.

- 1 Identity first**  
Real venue name, your name, business type and currency. Type picks the working bands. A polite alias is a wasted hour.
- 2 Enter P&L you trust**  
Annual sales plus the cost lines you know — all net of VAT. Blank is allowed. Invented figures are not. If the correct numbers sit with the chef or accountant, print the form and load them before you read the money lens.
- 3 Read why the question exists**  
The purpose line is there before you tick. Use it. Then choose what is true of the house now, not what you wish was true.
- 4 Walk the map**  
Work the eight sections. Tick what that visit was. There is no good answer to chase. If you dress it, the report will dress it back.
- 5 Use Not applicable only when it is**  
N/A takes that item out of the score. Using it to dodge a weak control poisons the sitting.
- 6 Read the reports in order**  
Executive for the position. Management for the order of work. Deeper layers only if you need the paper. Print or save as PDF.
- 7 Keep the file and come back**  
Save the portable .emma file on your device. Pick one verification task this week. Date the next sitting — a month, a quarter, a year. One visit is a photograph. Two visits are whether anything moved.