Hey there restaurant pros is Dave Scott Peters and welcome to episode 29 of the restaurant prosperity formula. I've been coaching restaurant owners since 2003 and the restaurant prosperity formula is based on what the most successful restaurant owners I've worked with do on a daily basis to achieve their success. The basic premise of the formula centers around achieving prosperity, freedom from your restaurant and the financial freedom you deserve to achieve prosperity, you have to follow a very specific formula, made up of leadership systems, training, accountability, and taking action centers around outstanding customer service now want to tell you about our guest today. Joe Rath, a highly experienced customer experience strategist and author. She has a long list of restaurant experience from working in her family's McDonald's restaurant store number 150 in Ocala, Florida to including graduating from a corner I'm doing Paris, working in heralds of London pastry kitchen to work in a one star Michelin Guide restaurant in Piedmont, Italy. You can see the Joe has done it all from McDonald's to Michelin listed him as Jill and I talked about how outstanding customer experience starts by following your inside out framework. We want to welcome Joe Rath to the show today. But first, a word from our sponsor. This episode is being brought to you by repeat returns, if you're a restaurant owner of a medium to high volume independent restaurant multi unit or franchise operator, and you're looking for a proven and realistic solution to attract grow and retain customers, and you need to visit repeat returns. Repeat returns as a modern marketing platform created by a restaurant owner for restaurant owners. It studies, each customer's habits and patterns predicts the most profitable outcome for your restaurant, every single day, and deploys a marketing to make that happen. You'll never lift a finger to see if repeat returns is right for you. Visit repeat returns.com forward slash DSP. Gil I'm so excited to have you today. I really appreciate take time to share your knowledge about customer experience. Everybody listening.

Thanks David. It's always a pleasure to speak with you. Thanks for having me

on. Get My pleasure. Now look, I want to get kind of right into a little of your backstory, because it's pretty frickin cool when you and I first met you shared your story with me like I've got my story. I grew up where my parents said, you've got the same story, which is pretty freakin cool, talk about how the hell you got into the restaurant business and how you know so much because it's pretty cool.

Well, I was literally born into it. My parents and grandparents were McDonald's owner operators of their first store was store number 150 National store when the end game in Ocala, Florida, actually. And then when I was nine months they moved to Columbus, Georgia where they opened and brought McDonald's to that region, as well so I literally grew up hearing Ray Kroc the founders, you know, values and principles, and really talked about core like ethics of, you know, work ethic, and just going to conventions and seeing the progress of companies who were out from manual to automation, it was, it's been pretty interesting

to read the book and we realized, You know my takeaway would be grateful card talks about marketing. And then you watch the movie, when they came up that you go oh my god, cut through business but really amazing how duplicate systems, processes ways of things I want the independent staff, and just amazing that you're on the ground floor and truly saw what it meant, when, especially when McDonald's was starting in a with the quality was incredible. The customer service is incredible, you know, just do me a favor, I'm gonna ask you one extra question that really has nothing to do but I want people to know your parents, their view of customer service in taking care of the guests in the employees was stellar like your dad had a culture, your mom that you had a culture in that business. That was truly amazing. Can you just touch on that just a little bit because culture has so much to do with operations.

It is the core of everything, David. Thank you for asking that because it's something that's truly near and dear to my heart and is the foundation of everything I do today and only now as I'm older I can look in the rearview mirror and realize that's where it came from, and just ironically this week, there was a thread on Facebook where I grew up where it's all things related to Columbus and somebody posted an old picture from like 1962 The first McDonald's there. And so I just had a conversation with someone who worked for my dad in 94 years of 1964 to 66 and then a little bit in 69, and he talked about, it was a two year old business at that point. And he said, You know, I still I remember your dad and things that he said to me and he told me about their conversations. He said, like it was this morning. He said there was a family, culture, I felt like I was respected by your dad, and he's in for a 17 and 18 year old like that was pretty awesome. And your dad was right there, shoulder to shoulder, working with us, and he never asked me to do anything that he wasn't himself doing, and knew how to do, and so he really touched on the fact that it was a family culture, it was this work ethic, these committed people who wanted to be a part of something bigger and they created this together and that was something that my dad really hated in the business that is today is

a man that that's kind of why I want to draw that out of you, because I want people to understand I talk about culture all the time. You and I are like 16 year old girls talking in a cafeteria type and we started talking about customer experience and so on. But what that really resonates in who you are in your approach and I just wanted people to be familiar with that now I've got a really strange question for you. You know you and I've talked about this, I had to ask you and I think of a pretty bright guy, which you've got you've got a title. He acts. The number two cx e x to CX expert. What the hell does that mean Joe.

Well, he X is getting to be more well known now, with the focus on our people and he has an employee experience so many though with CX is which is the customer experience, but I believe so strongly, that in order to have that customer experience, you must first have outstanding employee experience, and the number two in there is, I play off of the b2b and b2c, but I believe 100% that you start with x and x will take you to great CX so that's why I help businesses, anywhere from x to z x therefore my title e x the CX expert and I'm speaker I'm a consultant, I do workshop training so that's why this includes expert because it's a broader encompassing title.

I love it. I just want people to understand, again, independent versus chains, which really stand our ground. And I want to talk about the outstanding customers really, it really is freakin brilliant.

Thank you. I'm happy to have you mentioned internal customers and that's exactly right by the employee as our frontline our first line customers. So your first customers truly are your employees, think about what we want our voices to do, how we want them to treat always focused on the customer experience, as we should be. However, in order to create that we must as business owners first think about how are we doing exactly that to our employees, how are we doing that and interacting with engaging with educating investing in our customers, our employees are there to represent who we are they, they're the ones who put out our brand promise to your, your end customer. So ultimately, you know, it's really important to focus first on the in the inside. And that's why I say we can take care of inside your own home right you take care of a business inside your business, then the outside will take care of itself. So it's the Inside Out framework, instead of customer starting, instead we start with the employees, and then go out to the customers. The robot

is a stable foundation of really great customer experiences you your philosophy dictates. Today, with a lot of operators who are suffering from a shortage of employees, and a lot of that I talked about in one of my past broadcasts early on is that you've got to become an employer of choice, and focusing on your internal customer creates that for instance, they say you know you're not an employer of choice when you've got a customer goes to one of your employees at like working here. Oh no they oh they treat us like that and I may share the openly shared, vice versa at like, oh my gosh, I've worked here for six months, and it's been my favorite job ever. And when you were five years I can flex family got it, and they become your marketers of not only new employees coming in with again that culture necessary to drive people in. So today become the employer of choice is so important to get there when you talk about how that that line of thought, fits in with your insight.

percent and I also use the expression of employer, the employer of choice because that says that all you want your people to be the ones who are your advocates in fact that's why my tagline in fact is turning employees to advocates and customer magnets. And so,

your words, write us, you share with people you could give away just as kind of icebreakers, what should they weren't even just points they should be focusing on their employees to make sure they become an Employee of Choice. You know I talked about pain is proper supervision and safety and being a part of something bigger and so on, but I'd love to hear your perspective.

Yes. So, of course, you know the pay and the bonuses and the benefits and incentives are all great and very, very important, you can't do business without them. However, statistically, they show that people will leave a company, even for paying taking less pay if they feel they matter. If they feel included that they're part of something bigger. So I always recommend factors like reverse. Apply this interviewing in the hiring process right so I have a client, and he was talking about till I get them throw money at them right now we have this Devin Brock so I just throw money, and I give them this bonus and I give him this, you know incentive. And I was like, whoa, what are you expecting in return, and there isn't a lot of that I think is a problem. And that was my breaking filter right you despoiling, the most, with no expected return, accountability, there's no standing whereas if you have a hiring problem. It's not a problem within your data retention, you got to start with the beginning so when you hire, you need to look that people are aligned with your core values and make sure those are fairly established and making sure that within the sport values you have clearly identified your appreciation, acknowledgement respect for your people. And when you include that you incorporate that into everything that's done throughout your business, it will speak for itself and creates that culture, so people are going to want to stay and be a part of that and they're going to be out your mark when I call your free marketing Salesforce both your customers both internal and external customers, they will be a free marketing sales force. If you treat them right. If you respect them, if you invest in their growth. So it's not just all about the company, it's about what can we do to make you feel more complete, both in the work that you do here, but if you do choose to leave us, you're going to be a better person for it.

Or, again, I could just sit here and ask you any 100 questions we could be here for hours, because everything you say resonates like I can, I can tell you, at least from from way I've grown up in the way I view the restaurant business, everything you say just in how do you, when you're coaching one of your your clients members, how you get that message through when they get into that fixed mindset that is called these damn employees and it's the damn government and it's a damn that like, it's easy to blame everybody else, how you snap them into go look internally go, it's cute with your core values, it's how you treat people, it's how you create a culture in your business that truly is welcoming, and there's a chance for advancement all those things that, you know we joke around the millennials are looking forward, well there's really those younger now so we can stop bitching about the millennial advice you give someone who's stuck.

I suggest they look within, they first and foremost, leave their ego outside, like particularly ego out. That alone will make a huge store open up for possibilities for better communication, so I'm certified in a personality assessment but it's much more it's really a communication tool called head coach, and it's a great thing because it helps leaders identify who they are, how they receive information how they deliver information and all the different things about their temperament and then you can look at the same for the people that are working for you, and you might actually discover that they're not the ones being contradictory they're not trying to cause problems. They just may process information differently, and maybe the problem lies in how we communicate out and not their problem in receiving, we need to understand our people and everyone's different, how does this person that's that I'm working with, how do they best hear and see the information that I'm putting out. The other thing is, you know, emotional intelligence. So again I do work on emotional intelligence, it's looking at our communication styles it's looking at our human side and if we peel back some of those layers of what we've learned that we kind of some people feel they have to be a certain way or the industry's always been a certain way, you can get away, and stop and say at the end of the day, it's about that human human connection, and we speak to people from that vantage point, I think you'll see huge headway.

But again, we're more be talking more I just want to ask you more questions. You know the personality profile thing. It's been around a long, long time, we've only recently last decade or so that restaurants, you know, because what's the corporation's its own restaurant, there's already understand we're hiring we're, what does my profile my best person look like any physician because are different personality types, you know, how do we attract them and analyze and say they're a better fit for this job. But what I love you bring up in it, it's important for owners understand, we often look our management team and get frustrated, like all they don't act like me were thank God, if we had a whole team of you, this shit wouldn't get done because you don't want to do that and we have different communication styles and different things. What we've got to do as leaders is look internally go, I need to deliver a message, slightly differently, so you might be somebody who is pretty impatient get to the facts, facts, facts, where you might be somebody like me who's flowery and likes to draw out, but you know, give all the details and so on but you've got to recognize who you're working with you get the most out of them, because that does trickle down to the line please, if you're an owner, you're just working with your managers, even if you're not drinking drilling down isn't

100% Yes, and you touched on some key points, you know, usually the people who are the owners are going to be in the DiSC Profile they would be DS right and this which plays off of Myers Briggs a little bit. He's going to be strong extroverts, and they're going to be intuitive, and so an intuitive sees the big picture right of the big idea of people that are visionaries, and they just don't want to deal with all those details but that guy likes to say there are people in the organization that are detail people because without them these big ideas would never come to fruition. And so you do need to have all types of personalities, but the key is having them in the right decision because otherwise, like all hell break loose like, you know, you and I think are very similar. We're extroverts we feed we get our energy from brainstorming and debating an idea where somebody would be like oh my god like, oh, there's all these conflicts like no it's my conflict, this is like this good conversation. That's how we get to the best of whatever the idea is, but we need to respect others who maybe are introvert, and not that that means that they're shy that words been perverted a lot of times but they just mean one time to sit and think about the idea that they got right because we're ready to roll with the next idea and sometimes you needed to slow down, so it is about getting the right people in the right place and these assessments really are excellent for that, because, you know, if you have any doing accounting or something in the back home, I'm not going to be there long, I will quit right but you know, someone with our personalities, you're going to want them front of house you're gonna want them engaging with your people. So it's really looking at your people, and using the 8020 rule, right, like, find out what is there 20% And likely, you want to people who are there 20% fits into your 8% so maybe that's not your area of genius and you could do it and there's a question that I love this because you can doesn't mean you should. So really leverage your, your people and your talent, your human assets and really let those people who that's there to your expertise, let them run with that and then you take care of your 20%. So,

everybody went from a side note, And you're gonna find this hard to believe and discover Hi, Heidi, just I know you're that's gonna blow your mind there's no way to help with, I would look at today's age and look at your inside out, it's so fitting because the key buzzwords now, every every decade has their things it's really about appreciation your employees feeling appreciated to create that positive work environment that hasn't be a part of something bigger. Again, the pick on the millennials. You know the old timers like all these millennials they, the whole new term called building they built you on an interview they ghost you on a job, they don't like it's, well, they're leaving quickly because you can't treat people like shit anymore, it's not 1980s 1990s, where you're throwing pots and pans you're yelling at people and they're just a number, like they, they want to be a part of something bigger. They want to see that there's chance for advancement, even if they move around, they want to know there's an opportunity, they want to again be a part of a group, something that means or does something, and the younger generations are following suit. And so we start to look at this and say, we understand that we are, we started down here, the managers, the ones that are truly a find out what's unique and individual and push that button. What are you doing, is appreciation something that you're finding is not just a buzzword, it's something that we have to incorporate and if so, what are you recommending to people.

Huge, huge, huge core of every person. I don't care where you're from, what family you were raised and what part of the world is a basic human need, we all need love, and as a part of that love we all need to be feel appreciated. So, when you mentioned appreciation. I have this other kind of other philosophy and acronym I called Shark, and it's protecting your boy customer experience and the S stands for surf for cart so really truly served from bargaining in the hospitality recipes hospitality the broad sense of the word restaurants are all about hospitality. So, we need to dive into that hospitality so that I think we all have an answer for Part H is to not only listen to what your people are saying but hear that truly hear the words and the meanings behind what they're saying in order to be able to make them feel that appreciation and to make them feel heard, the A so I've sent to maybe a kind of a squared and it stands for appreciation and acknowledgement. We all want to be acknowledged for what we're doing we want to be appreciated for what we're doing and these apply data to both the employer and the customer so if we think about this philosophy. So those are the demolays that ate the appreciation and the acknowledgement, and then the R squared is, respect and resolution, right, We need to have again that basic appreciation of being respected, and giving respect and resolution, you know, it could be solving a problem that a company had many of those came out wrong or whatever the item was, or just the resolution people are coming to you because they're, they're hungry, so let's resolve that, that need for them for them, and then the K is my favorite and That's kindness, and that no matter what we do if we come from kindness and we deliver kindness we let people know, maybe people are drinking today customers really not the customers of the 60s and 70s. However we don't know what happened to them earlier that day. Right, so if we try this come from it as I'm not going to react to what they've just done or said I'm going to slow down and respond with kindness, maybe we'll see a shift, and therefore energy towards us.

Well I think if you first said shocking like envision is very aggressive, you know whatever in my green but as you said you went through in house and I if I were to create a logo or an image or character, it would be this mother sharp great looking sweet but having the school have their shortenings underneath or protecting them, you know it's it's a it's a softer approach but it is aimed to protect our business by making sure our guests, our employee internal external guests have the best experience, and again appreciation is, it's not the hottest thing out there and as you go through, and you talk about it, what you're really saying is hey everybody tried to treat me like a human being, be present in your communication, be authentic and follow that finger sharp principle and address everything because really I love it. So now I'm gonna ask you a trick question. What do you train this stuff like it's our training, we talk about training all time the 90s man was all about training to early 2000s Train, train, train right now is the golden rule training or shoe review, no cares train your people got to train your people and all sudden these chain restaurants, we're putting up robots. Hi my name is which is not hospitality is certainly very difficult in my brain to make sure somebody, if you put him in the wrong position because you don't know the personality that they can manage properly or do the job the way you want it is training is that a trick question is can we train this, or is there more to it.

Yes, there's definitely more to it, and I don't believe that training is the answer, contrary to most people's belief. Let's face it, when we train you could train an orangutan to smile, right, you could you could train monkeys to do a lot of these things, but what we need is that human to human touch. And so what that means for me is you must educate people so educate is the first of my every formula, and it's, educate, engage, and interest. And when I say educate overtrain, it means, from the very first conversation, educating them about what does it mean for you to be a part of our culture, our family, what does it mean in terms of how we treat each other. What words do we use what words expressions do we not use, What do we do when we have a slow period, do we just say okay now it's moving I can hang around now Ray Kroc sportswear if you have time to lean you have time to clean, right, like there's always something to be done. So, it's that education of what it is and then it goes deeper. Along the way you continue to educate throughout the process and the employee journey that someone is with you so that the customer journey continues to be a good buy. So we have to keep first we don't just train the training is the, the route, things that the tasks right how to do certain tasks here but the education is the foundation that creates that culture and that is crucial to the survival and thriving of your company.

So, what we've talked about today is, if you don't have a great customer experience. The only way you're going to do that is to have the right people on your team doing the right job understanding who you are, how they should treat people how they should treat each other. I mean, basically, it starts with you and your core values I mean it just keeps jumping back to you the leader of the business I'm simplifying that too much

100% no clarity is key, right when you got clarity, then you don't have to guess. And when you decide is 100% It starts with you. If you aren't clear on your core values, then work with online with David myself or someone else to help you get that clarity and to write it down, it's not something that just gets written down and stuck in a file cabinet or even paste it on the wall, how you incorporate those values into every decision that's made into every action that's taken by your people that represent your brand promise and 100% it's got to start with you and, and I believe you know you talk about management. Another word that to me you know I love language I love certain words in the nuances around them. And, in other words for me that kind of sits a little bit stuck in my test is management. Yes, there's a level they have to manage the processes and what's going on, but I believe that we need to create more leaders, and my process when I talk to people is I believe we need to create leaders at every single level, and every person in that restaurant feels that they are a leader in whatever it is that's their responsibility. Then you're going to find people are going to shine, they're gonna show up for you they're gonna be willing to put in more hours, they're going to be willing to maybe take less and I'm not suggesting that you pay them less but I'm just saying that they become a part of something that we talked about that, that family that makes them want to thrive, it makes them want to contribute and to stay committed and be your advocate right and through that become the customer magnet because what customers don't want to be around that kind of great energy in your restaurant, besides the big food

for sure, absolutely. So I'm going to kind of stop this here because I'm going to have you back we're going to talk more, we're gonna go through this, this further, because really great takeaways for operators as they're listening to us to truly understand that you've got to take care of your internal people. That's how you have great experience, and it starts with you more values I think maybe you I will just do one on just core values I have a whole course on Hoover lesson on core values, I've written, literally, probably 100 core values, I can tell you that. It's groundbreaking for people because you brought up, one of the biggest things that some of my best operators have learned, I can tell you that an operator who literally values changed his wife and his way they run their business when a manager would call them go. Who should I do this or what should I do and he just says, what, what would you how would you make a decision based on fitting with our core values and all sudden the empowerment on his, his managers can make good decisions because they talk about his core values as a decision maker, you're never going to be in trouble. They're just maybe a coaching opportunity

that makes us. Love that love that absolutely empower your people. So that's my my third either either formula is interest so it's similar. The same different wording. And so after you've educated your people properly. You've been engaged with them, shoulder to shoulder showing them what to do how to do it never asking them to do something that you don't do know how to do or wouldn't do yourself, which also speaks volumes something I just learned from someone who worked with my dad. And in the third, he is interested because once you've done those first two educated and engaged with them. Now you can trust them to go on their own to be independent decision makers and watch the bright because now they're going to feel very take on that pride, and even pride of ownership, even if it's not theirs because you've, you've created that you've invested in them and you've said look, you've got this, think back to what we did before, and you're right for guys let that be your guide, what would be knowing that we are, what would you say, Well, how would you solve that, because it's like right the expression that if you teach someone how to fish right versus fishing for them. Now you've, you've taught them how to fish and now it's like okay go out and fish for yourself, you figured out what would you do, you've got probably an employee for life when you do that because now you're like, Wow, I'm important they're gonna trust me to make those decisions.

If I also look at it this way, you're allowing somebody to learn how to run a business to make decisions on their own, which means if the job satisfaction goes way up I'm not just babysitters of the idiots. Just make sure the lights are on the money makes it to the bank. I make a difference every day with every interaction I have, because I'm trusted to make decisions. As long as I know what my role is, if it's not outside my scope like I always talk about it the architecture falls through the roof. That's not in your budget, you know that's pretty some help, I'm going to help you can make that call, you don't have to you don't have to find me the owner go, what should I do, I mean, it's just more rewarding.

Yes, absolutely. And you know when you when you hand that over also think of the amount of time that you have just gained that, as you know executive more you know, upper management and as the owner, you're not going to be tied to your business 24 Seven. And that's something I stress a lot because I know guys whose industry it is hard, and everyone is exhausted and trying to do everything you have to leverage that out. And when you're able to build leaders at every level, then you've got a strong ladder, no matter where you are on the rung, you've got a strong support system, and you've got people below you below you and above you and I say that, air quotes people who are listening, because I don't think everyone anyone's really below anyone else is just whatever your test everyone should I believe to be purpose driven, for the sake of the company's values and what the brand is not just task driven so it's not about just doing this one job. And so when you create these leaders at every level, and you trust them. You have just now given yourself some freedom to either spend some more time with your family or vacation, or how about just giving you time to work on your business instead of in your business all the time and that to me is huge.

So, I know you've got to get away from people listening to us, I'm gonna get to that in a second, because I don't, I don't want to leave all these nuggets, kind of floating out there, if I'm listening to us right now. I want to work with you, I want to I wanted like personally I like, I wish when I was an operator, you had existed and I hear that all the time to me and it's kind of funny for me to say that to you, it's like, you know, the closest thing person I have to do would have been my mother who has won awards for customer service training and things like that, but very old school 80s 90s Casino days in Atlantic City. And so what you bring to the table is amazing and I know that there are people listening right now go, I need to know what Joe does. I want to know how to contact her so what is Joe ref, what you do with a company.

So we do a lot of things we we consult we go in and speak directly with the owners or executive management depending if you're a chain or independent operator, and really look at what's going on and I love his hinted before with our personalities, I love to co create and I think that most effective change is going to happen when we co create solutions together looking uniquely at what's going on in your business, which may not be. It's not totally different from everyone everyone else, but you have your own unique situation so we look at what's going on so I consult and coach, I have a hybrid course online so yes there's the, the delivery of the online part of the videos and the worksheets and the action guides and the material, but that's, together with coaching with me so it's not just like okay I'm doing this but anyone's questions and I need some feedback we can bounce it off so we do some coaching along with that. I do workshops with companies with again, management, so that they can learn how to do various skills of being a better communication, there's many different workshops that I could do with people, and again and I speak so I'm a public speaker, a professional speaker as well, and I've spoken to restaurants at different levels, from actually McDonald's as a matter of fact, they found me through my lifestyle and they're like, I don't speak our language. Oh, and she comes from McDonald's. That's crazy. So I speak as well and again that could be at a conference at a trade show or just to your company to your team. So, there are many ways that I could support and I'm happy to because if you get that like super passionate about this and just really truly want to make a difference, that at the end of the day I want to have an impact I want to see the connection the human human connection coming together when we married that business, we have happier people. And we have more successful, profitable business and that's what I love about the work they do.

So you've got an opportunity for people who want to dip their toe in the water. Want to learn more about you, we've got a freebie for them, if they're listening to our podcast right now, and they want to they want to grab it talk about how they would find that freebie what it is.

Absolutely. So, it's called How to double your restaurant five star Yelp reviews in 10 days, you will find that at the link which is my domain geograph.com So it's www.dl ref.com, forward slash, help with and deal Rasul are are like Ronald A like apple pie. And so my friend double asked my french fries so it's our FF so deal math. COMM For as much help with. And I'll give you that link David's it'll be easy for others to get it as well

for him first, we'll put in the description. I've got one last question for you get to questions. One is, how would somebody contact you, they're just so fired up right now. They know they want to learn more about you and what you do and maybe how they can have you been helped them, how would they contact us.

Honestly, you can reach out to me directly and it's Jill at Jill Rath Comm, you can email directly or you can also check out my website, it isn't a process of having some updates going on to it but you can find that deal raft, calm, there's a Contact page there, there's an employee turn cost calculator there that might be of interest to you, when you see where the turn of the cost, the employees be what it's really costing you you put in your own numbers, and you can see how it impacts your specific business with what's going on so I would encourage you and welcome you to do that that's also free on my website till rev.com.

Last but not least, is there anything you wanted to share with people that I didn't ask you or parting thoughts before we go.

Now I think I would just sum it up this way, which is another kind of tagline and that is my belief that we need to transform transactions into interactions, Everyone's used to understand what a transaction is there's no emotional connection, there's no real human connection. It's just an exchange of goods and services for money, we go to the ATM machine to get money out of the, the wall right when you're done, it says, Would you like another transaction. Well, yes, that's all it is, you've just transacted with a machine. We don't want that, especially when we're in a restaurant, so we need to transform the transactions into interactions that happens to be the name of my product my book with the National Speakers Association here in Austin, we have a collaborative book you can find it on Amazon, under that name of transforming transactions into interactions because I believe so strongly that in that, that expression which really sums up everything

perfect way to finish your IVR interview with each other here, join us. Thank you so much. I hope people reach out to you, I know I'm gonna come back at you and hopefully invite you back on the podcast because there's a wealth of knowledge, that I'd love for you to share with people and attract them your way because your passion for hospitality, your core values, all align with anybody that I want my people to work with I will tell you all day long I'd send people to you without hesitation. I want to thank you so much. It was an awesome episode, I want to thank you for taking the time to take action on building a better, more prosperous restaurant before you go, I want to give you these three thoughts, one by combining leadership and taking action resistance and training, being checked by accountability, you're on your way to creating prosperity for you and your restaurant. Do something I need from you, please leave a review on Apple podcast Spotify or wherever you happen to was in the audience by leading us review other restaurant from seeking out this information, are able to find it. I read the reviews, and hearing how this information has benefited you does wonders for me. And three, if you find any of the discussions helpful share them, the more restaurant pros who have access to them, the better we become as an industry, and for more restaurant resources to get in contact with me, connect with David Scott peters.com, be passionate about what you're doing, be persistent, but more importantly become better, and everyone around you become better, and a restaurant is going to kick some ass.