SERVICE QUALITY REPORT

for **Keens Steakhouse, 72 W 36th St., New York, NY 10018, USA**

1. HOW TO USE THIS REPORT

This report summarizes customer feedback from public reviews for the **last 6 months** and turns it into a structured view of performance across key areas of the business. It helps readers quickly understand what customers consistently praise and what repeatedly creates friction. This perspective serves as a snapshot of the business and can be used as a health-check tool to identify areas for improvement business managers or a due diligence tool to understand the current state of service quality and employee engagement which are important points to consider when making acquisition decisions.

To gain those insights, each customer review is broken into individual comments and categorized by what it refers to under the following **6 categories: services, products, employees, behaviours, departments and job roles.** Every comment is tagged as **Positive** or **Negative**, so patterns are visible at a glance. **It is important to note that the sentiment counts in this report are not the number of reviews with a given sentiment but the number of atomic comments related to each category.** As an example, one customer review can have 8 atomic comments with 2 positive and 6 negative sentiments and these comments can be about a specific product, service, department, job role or an employee.

Structure of the report

1) How to use this report — Current section

2) Executive summary — A high-level overview of overall sentiment and the strongest/weakest areas, designed for fast evaluation. Service Quality Scores is the % ratio of positive sentiment to total sentiment.

3) Category-by-category sections — A full walkthrough of every category (services, departments, job roles, products, employees, behaviours).

Category sections

- **Category Analysis:** A plain-language explanation of what customers are saying and what it implies for performance for for the sub-categories within a category.
- **Trend Analysis:** Whether sentiment is improving or declining across the last six months for the sub-categories within a category. Trend analysis graphs also covers key themes from the most recent period so recurring issues and standout strengths are easy to spot.
- **Heatmap Analysis (where available):** Heatmap-style detail to pinpoint which specific attributes drive sentiment for employees and products. Employee attributes are behavioural, product attributes are things such as availability, price, taste.

2. EXECUTIVE SUMMARY

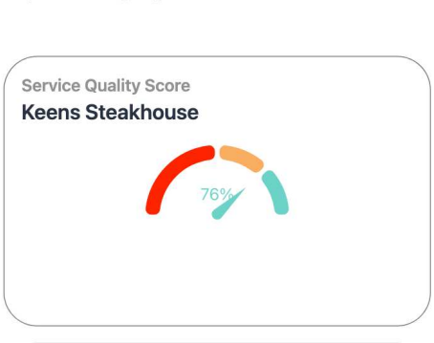
We calculate service quality score as the ratio of positive sentiment to total sentiment, with 75% set as the threshold for good customer experience. The overall customer satisfaction score for Keens Steakhouse is **75.99%**, just above the threshold. While some categories perform well, several areas fall short of expectations and require attention.

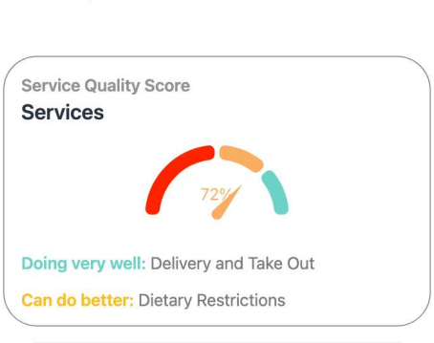
The **services** category scored **72.24%**, with **Dietary Restrictions** as the weakest sub-category. **Job Roles** also underperformed at **74.68%**, particularly in the **Manager** sub-category. The **departments** category scored **75.83%**, with **Management** as the lowest sub-category. On a positive note, **employees** achieved a strong score of **82.59%**, led by **Friendliness**. The **products** category also performed well at **77.78%**, with the **Kids Menu** as the best sub-category.

Key improvement areas

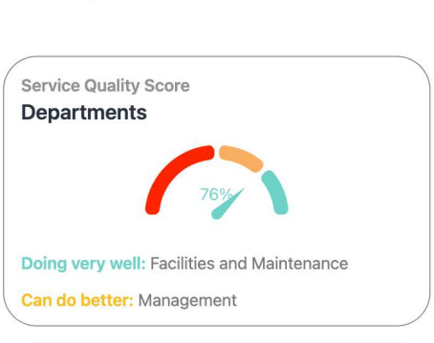
- Enhance support and options for **Dietary Restrictions** to better meet customer needs.
- Strengthen **Manager** and **Management** performance through targeted training and feedback.
- Improve **Communication** among employees to foster a more positive customer experience.

Next steps should include conducting focused training sessions for management and managers, reviewing and expanding dietary options, and implementing regular feedback mechanisms to monitor improvements in communication and service delivery.

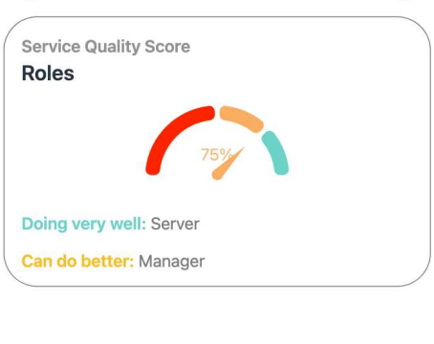

Service Quality Score
Keens Steakhouse


Service Quality Score
Services

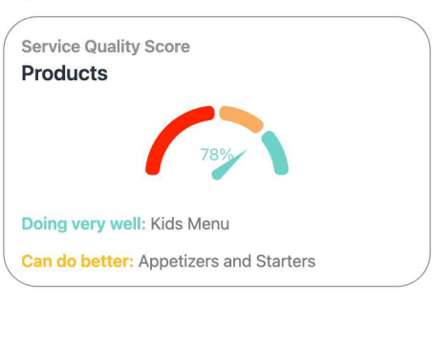
Doing very well: Delivery and Take Out
Can do better: Dietary Restrictions


Service Quality Score
Departments

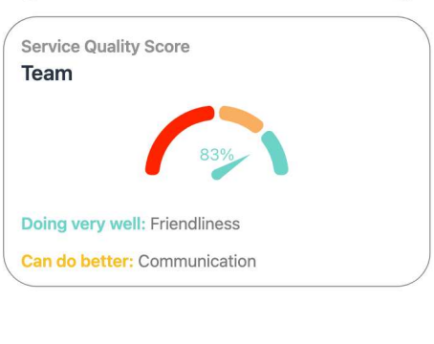
Doing very well: Facilities and Maintenance
Can do better: Management


Service Quality Score
Roles

Doing very well: Server
Can do better: Manager


Service Quality Score
Products

Doing very well: Kids Menu
Can do better: Appetizers and Starters


Service Quality Score
Team

Doing very well: Friendliness
Can do better: Communication

3. CATEGORY ANALYSIS

3.1 SERVICES

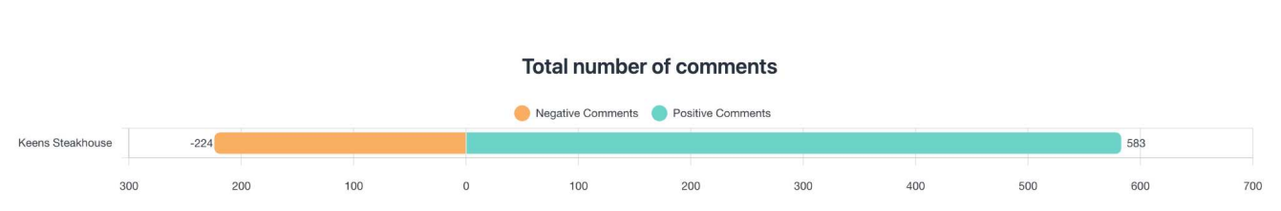
The **Menu Variety** and **Atmosphere and Facilities** subcategories stand out as the strongest performers, with high counts of positive mentions and relatively fewer negatives. Customers also appreciate **Portion Size** and **Order Accuracy**, though the latter has a notable number of negative mentions. **Delivery and Take Out** and **Location** receive positive feedback with minimal criticism.

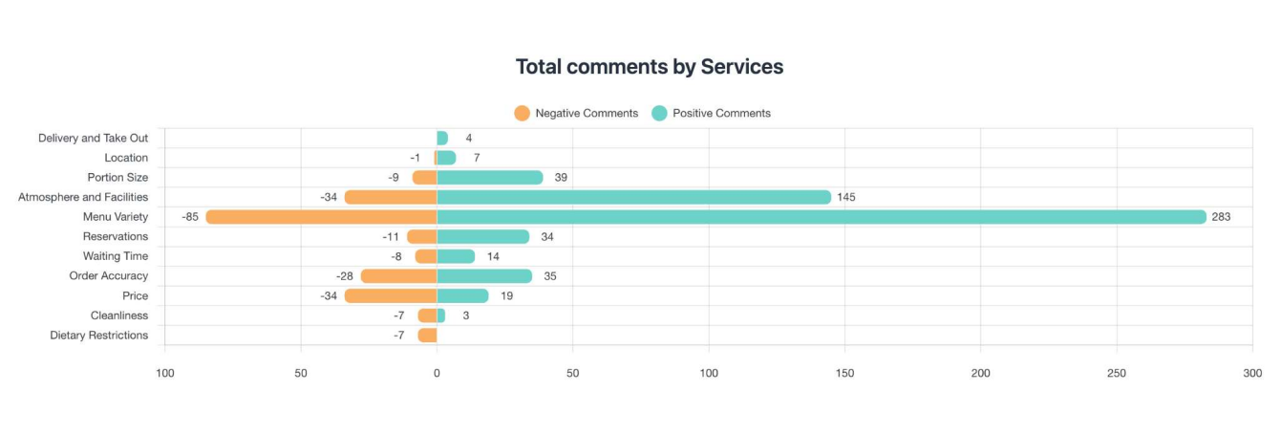
Negative sentiment is most concentrated in **Menu Variety**, **Atmosphere and Facilities**, **Order Accuracy**, and **Price**. **Dietary Restrictions** and **Cleanliness** are the weakest subcategories, with more negative than positive mentions and limited positive feedback. **Waiting Time** and **Reservations** also show room for improvement due to their negative counts.

Key improvement areas

- Reduce negative experiences related to **Dietary Restrictions** by expanding menu options and staff training.
- Address **Cleanliness** concerns with stricter cleaning protocols and regular audits.
- Improve **Order Accuracy** through process checks and staff retraining.
- Review **Price** structure and communicate value more clearly to customers.
- Shorten **Waiting Time** by optimizing service workflows.

Next steps should include targeted staff training on dietary needs and order accuracy, implementing enhanced cleaning schedules, and reviewing pricing strategies. Management should also monitor waiting times and reservation processes to ensure a smoother customer experience.


Total number of comments


Total comments by Services

3.1.2 SERVICES - TRENDS

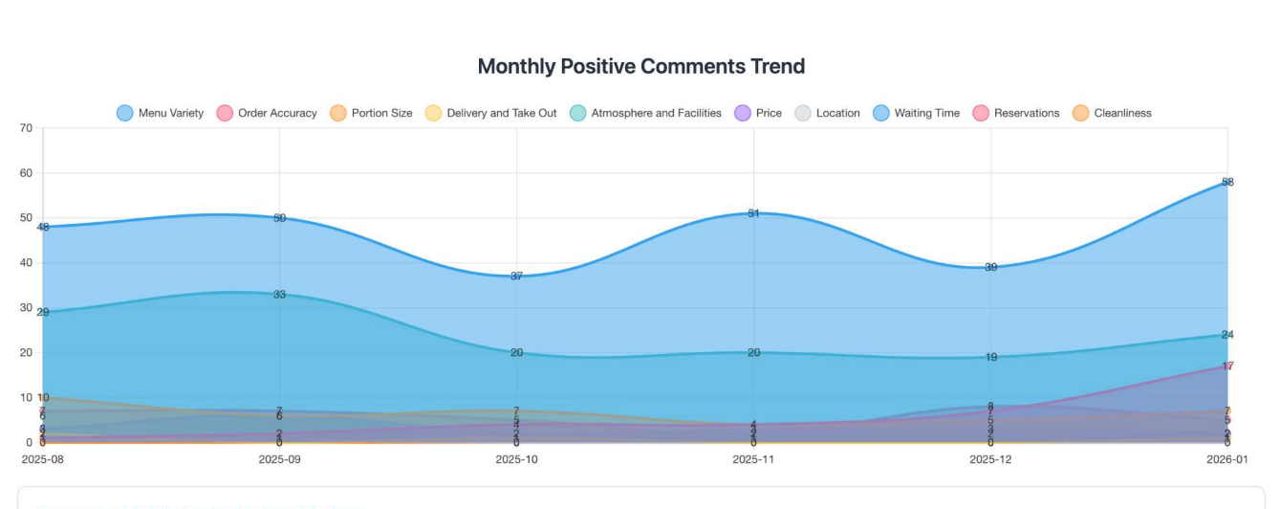
The most recent month saw a **significant increase in positive sentiment for Menu Variety**, rising from 39 to 58 mentions. Guests consistently praised the quality and taste of steaks, generous portion sizes, and the unique, historic atmosphere. Highlights included "Best Steak Ever," "Prime Rib Delicious," and "Beautiful Historic Ambience," reflecting strong satisfaction with both food and environment. Order accuracy also improved, with more positive mentions and specific appreciation for staff attentiveness and issue resolution.

However, there was a **notable rise in negative sentiment regarding Dietary Restrictions**, jumping from zero to seven mentions. Guests reported issues such as poor allergy management, lack of attention to allergen needs, and dishes being removed due to allergies. Additional negative feedback focused on small portion sizes, overcooked meats, and aspects of the atmosphere like noise and temperature. Some guests also expressed dissatisfaction with value for money and reservation availability.

Key improvement areas

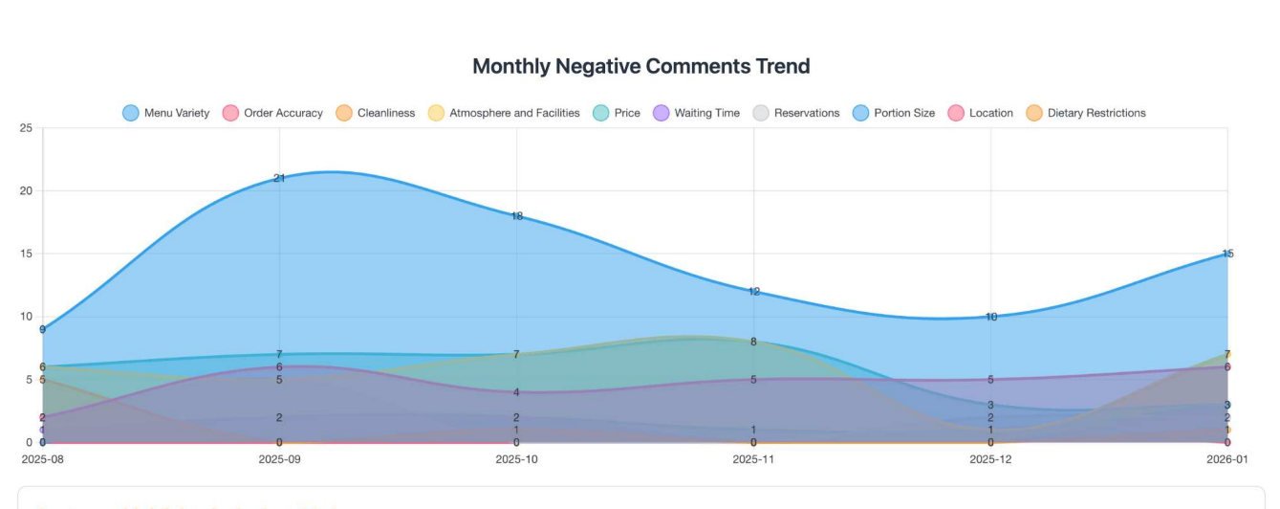
- Enhance allergy and dietary restriction protocols to ensure guest safety and satisfaction
- Review and adjust portion sizes to meet guest expectations
- Improve consistency in meat preparation and temperature
- Address environmental comfort issues, such as noise and temperature control

To sustain positive trends, continue menu innovation and staff training on guest service. Immediately review allergy management procedures and provide refresher training for all staff. Monitor guest feedback on portion sizes and environmental comfort, making adjustments as needed to reduce recurring complaints.


Monthly Positive Comments Trend

Customer highlights in the last 30 days

Restaurant Restrooms Clean, Tables Cleared Quickly, Best Steak Ever, Food Absolutely Delicious, Melted In Mouth, Steaks Cooked Perfectly, Excellent Sides, Prime Rib Delicious, Mutton Tender Easy, Unforgettable Steak, Steak Was Delicious, Quality Undeniably Delicious, Mutton Mushrooms Special, Mutton Chops Medium Rare, Outstanding Food, T-Bone Prime Rib Excellent, All Steaks Excellent, Mutton Chop Good, Sides Simple Good, Steak Texture Good, Sauce Flavor Special, Salad Surprisingly Good, Delicious Desserts, Mutton Chop Loved, Shrimp Cocktail Delicious, Mutton Still Delicious, Dessert Was Good, Food Was Delicious, Porterhouse Was Amazing, Great Meats And Sides, Mutton Chop Amazing, Butterscotch Sundae Enjoyed, Mutton Chop Nice, Good Well Done Steak, Steak Really Good, Iconic Mutton Chops, Tasty Juicy Steak, Great Steaks, Perfectly Cooked, Fantastic Sides, Lovely Creme Brulee Dessert, Amazing Food, Great Quality Food, Oysters Rockefeller Good, Prime Rib Sandwich Good, Medium-Rare Mutton Chops, Best Chops Ever, Incredible Filet Mignon, Tender Melted Steak, Heavenly Dessert, Highlight New York Cheesecake, Melt In Mouth Steaks, Prime Rib Huge, Split Large Steak, Generous Portions, Steaks Can Be Shared, Huge Portions, Generous Prime Rib Portion, Left Full And Happy, Prime Rib Always Spot On, Steak Replaced, Fresh Vegetables Served, Ordered Filet Dessert, Received Rolls Plate, Waitstaff Noticed Issue, Sincere Apology, Worth The Price, Worth Every Penny, Rich Interesting History, Beautiful Historic Space, Atmosphere Is Lovely, Lots Of History, Rich History Decor, Artifacts For Photos, Cultural Attraction Space, Timeless New York Atmosphere, Great For Heritage Tourists, Ambience And Vibes, Warm Relaxing Atmosphere, Gorgeous Place, Historic Building Ambience, Old-World Decor, Old Style Atmosphere, High End Dinner Place, Wonderful Dining Rooms, Beautiful Environment, Lovely Cute Restaurant, Beautiful Historic Ambience, Wonderful Atmosphere, Magnificent Ambience, Place Is Nice, Vintage Unique Atmosphere, Old-Fashioned Charm, Roosevelt Room Experience, Excellent Service Atmosphere, Amazing Atmosphere And Staff, Great Corner Table, Someone Helped Us, Will Book Reservations Early, Accommodated Late Arrival, Squeezed Us In, Reservations Recommended, Reservation Recommended, Took Dessert Home


Monthly Negative Comments Trend

Customer highlights in the last 30 days

Hospitalized From Meat, Lamb Chop Dry, Steak Was Ok, Steak A Bit Fatty, Needed Some Veggies, Mediocre Appetizers, Oysters Too Small, Oysters Below Standard, Mutton Fatty Greasy, Steak Overcooked, Hash Browns Not Expected, Spinach Mushrooms Average, Ordinary Sauce Sides, Steak Was Lukewarm, Steak Sauce Or Well Done Warning, Lamb Chop Less Flavorful, Chicken Overcooked Dry, Do Not Recommend Chicken, Bacon Sub Par, Steak Not Salted, Lobster Bisque Disappointing, Waiter Recommended Doneness, Sauce Options Unclear, Bring All Sauces, Bad Coffee, Tiny Side Portions, Porterhouse Portion Small, Small Portion Size, Overcooked Steaks, Cleared Plates Early, Did Not Ask About Meal, Sloppy Served Old Fashion, Food Not Worth Price, Chicken Not Worth Money Wait, High Price, Allergen Dishes Removed, Lack Of Allergy Attention, Allergy Warning Repeated, Poor Allergy Management, Served On Cold Plate, Very Dark, Did Not Sit Tiger Picture, Restaurant Incredibly Cold, Very Loud Atmosphere, Crowded Seating, No One Took Coats, Missed Coat Check, Entree Came Too Fast, Excuse For Delay, Long Waiting Time, Only Late Reservation Slot, Reservation Only Afternoon

3. CATEGORY ANALYSIS

3.2 DEPARTMENTS

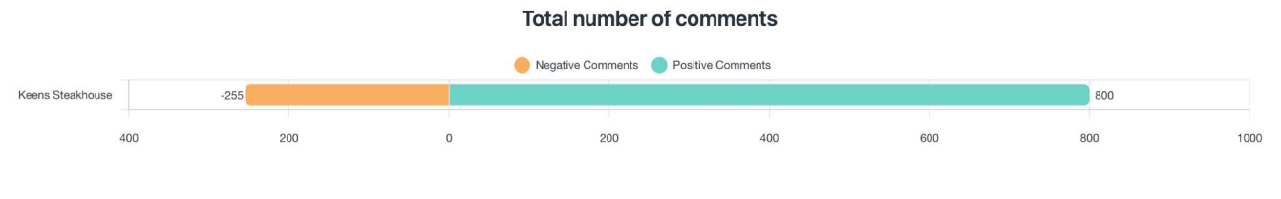
The **Kitchen** and **Front of House** departments stand out for their high volume of positive mentions, indicating strong customer satisfaction in these areas. Customers frequently highlight **efficient service** and **pleasant interactions** with staff in these departments. **Facilities and Maintenance** also receives a notable proportion of positive feedback, suggesting reliable upkeep and support.

However, the **Kitchen** and **Management** departments attract the most negative mentions. Customers report **issues with food quality and preparation** in the Kitchen, as well as **concerns about leadership and responsiveness** in Management. The negative sentiment in Management is particularly notable given its relatively low positive mention count.

Key improvement areas

- Address **food quality and consistency issues** in the Kitchen.
- Improve **management responsiveness and communication**.
- Monitor and maintain **service standards** in Front of House to prevent negative trends.

Next steps include targeted training for kitchen staff on food preparation standards, implementing management workshops focused on customer engagement and problem resolution, and regular performance reviews for Front of House teams to sustain high service levels.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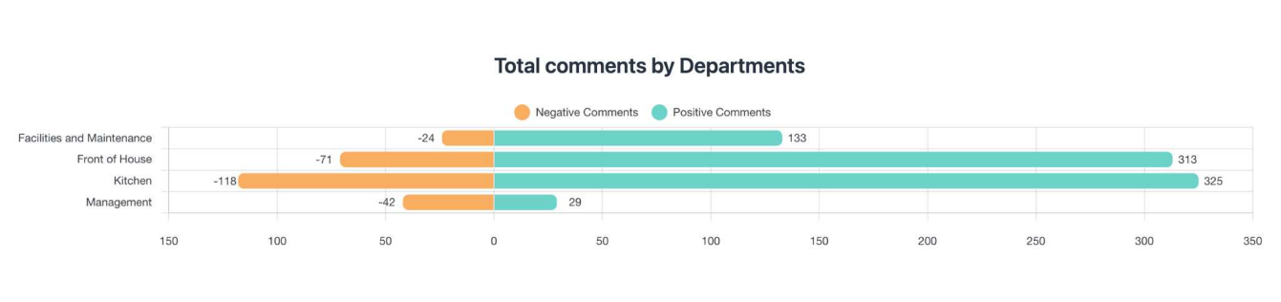

Total comments by Departments

3.2.2 DEPARTMENTS - TRENDS

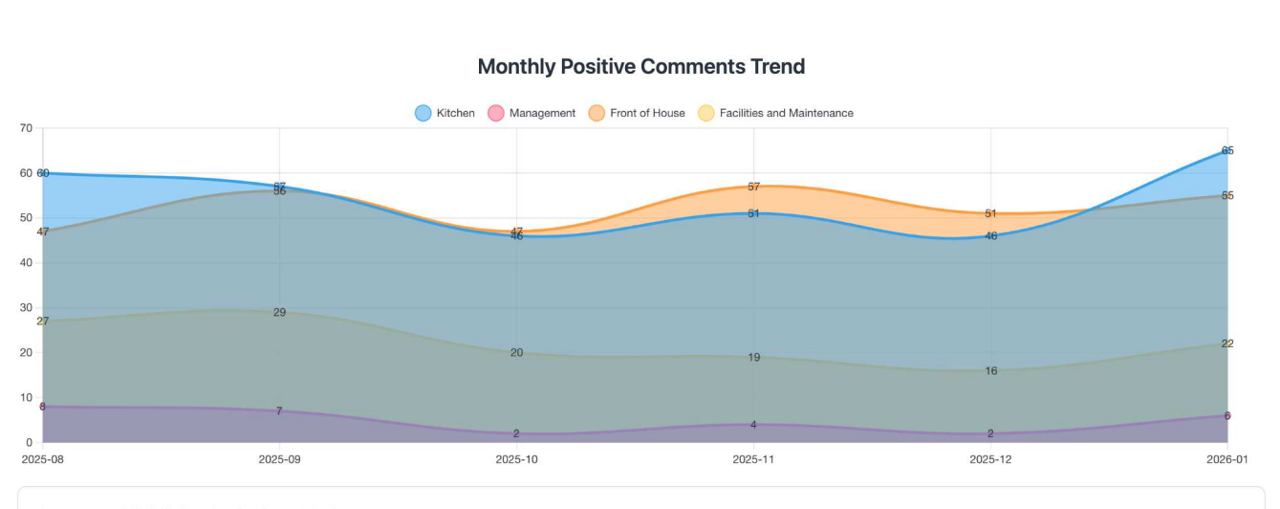
The most recent month saw a **significant increase in positive sentiment for the Kitchen department**, rising from 46 to 65. Customers praised the quality and taste of the food, with highlights such as "Prime Rib Huge," "Best Steak Ever," and "Outstanding Food." Service and atmosphere also received numerous positive mentions, including "Excellent Service," "Beautiful Historic Ambience," and "Wonderful Dining Rooms." These trends suggest that both the culinary and guest experience aspects have resonated well with patrons.

However, there was also a **notable rise in negative sentiment for the Kitchen department**, increasing from 13 to 26. Negative feedback focused on issues like "Lamb Chop Dry," "Overcooked Steaks," "Small Portion Size," and "Food Not Worth Price." Additionally, some guests reported concerns about service consistency and allergy management, with comments such as "Waiter Racial Discrimination," "Lack Of Allergy Attention," and "Poor Allergy Management." This indicates that while many guests had exceptional experiences, others encountered significant shortcomings, particularly related to food preparation and inclusivity.

Key improvement areas

- Address inconsistencies in food preparation, especially regarding steak doneness and portion sizes.
- Enhance allergy management protocols and staff training to ensure guest safety and comfort.
- Improve service consistency and sensitivity, particularly in guest interactions and coat check procedures.

To sustain positive momentum, continue emphasizing high-quality food and attentive service. Implement targeted training for kitchen and front-of-house staff to reduce negative experiences, particularly around food preparation and allergy handling. Regularly review guest feedback to identify and address emerging issues promptly.


Monthly Positive Comments Trend

Customer highlights in the last 30 days

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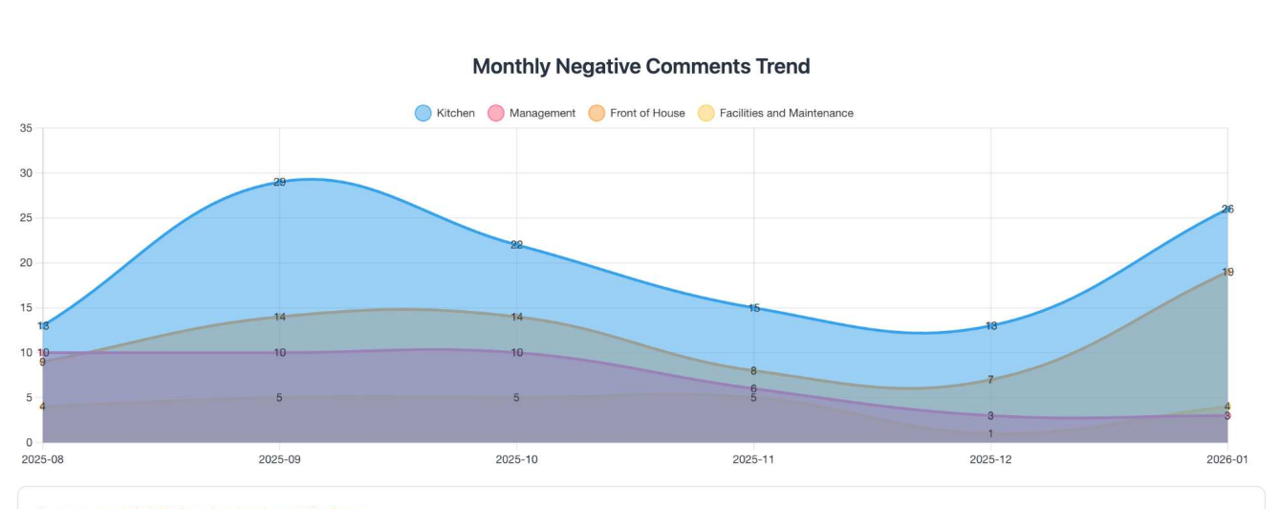
Monthly Negative Comments Trend

Customer highlights in the last 30 days

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3. CATEGORY ANALYSIS

3.3 ROLES

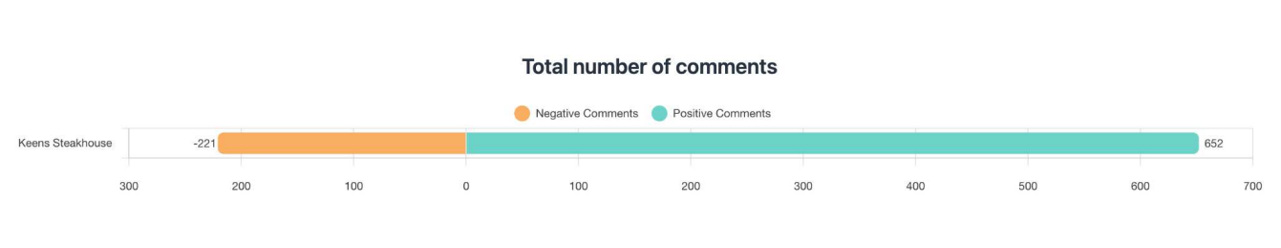
The **Cook** and **Server** roles stand out with the highest number of positive mentions, indicating strong customer appreciation for their performance. The **Bartender** and **Greeter** subcategories also receive notable positive feedback, though at lower volumes. However, the **Manager** role shows a concerning trend, with negative mentions (37) exceeding positive ones (26), suggesting dissatisfaction with management interactions.

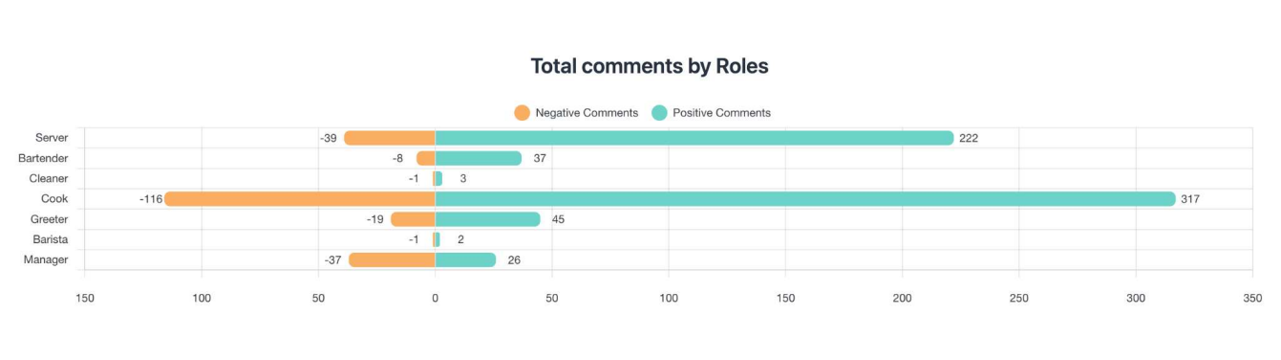
While most job roles maintain a favorable sentiment balance, the **Cook** subcategory also registers the highest number of negative mentions (116), indicating some inconsistency in customer experiences. The **Greeter** role has a moderate negative count (19), and the **Cleaner** and **Barista** roles have limited data, making it difficult to draw firm conclusions about their performance.

Key improvement areas

- Address the high volume of negative feedback for **Cook** and **Manager** roles.
- Investigate specific issues leading to dissatisfaction with management interactions.
- Review training and support for Greeters to reduce negative experiences.
- Monitor Cleaner and Barista roles for emerging trends as more data becomes available.

Immediate actions should include targeted training for managers to improve customer relations, process reviews for kitchen staff to address recurring complaints, and enhanced onboarding for greeters. Continued sentiment monitoring will help identify further opportunities for improvement as feedback volumes increase.


Total number of comments


Total comments by Roles

3.3.2 ROLES - TRENDS

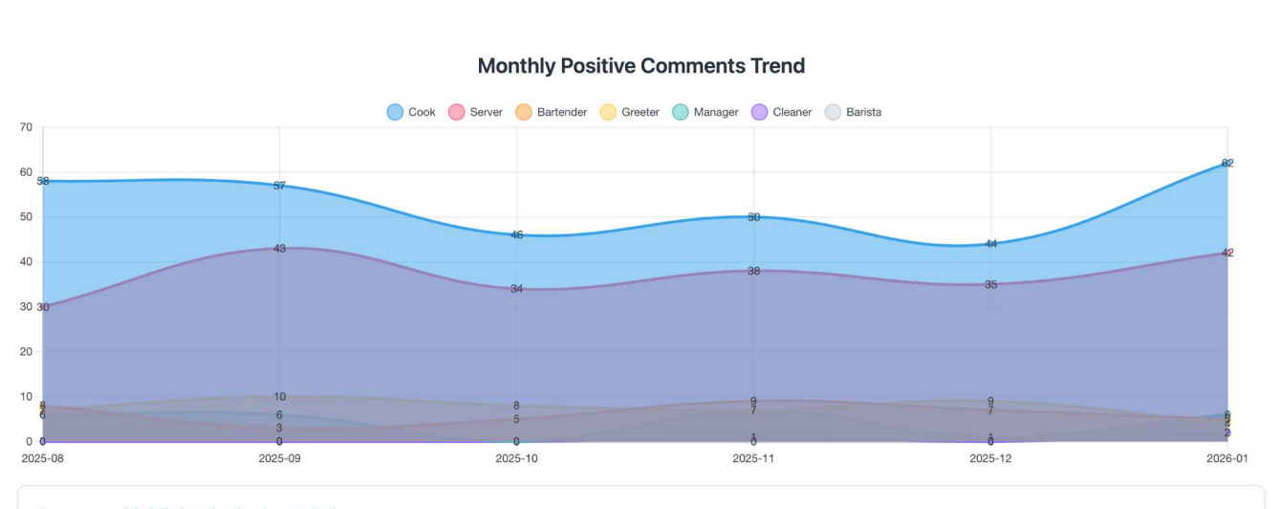
In the most recent period, **positive sentiment for Cooks saw a significant increase**, rising from the previous month. Customers repeatedly praised the quality and taste of steaks, mutton chops, and desserts, highlighting phrases such as "Best Steak Ever," "Food Absolutely Delicious," and "Outstanding Service." Service staff, including servers and managers, also received commendations for their professionalism and attentiveness, with mentions of "Amazing Service" and "Prompt Approachable Service."

However, there was also a **notable rise in negative sentiment for Cooks**, with complaints doubling compared to the prior month. Key issues included overcooked or fatty meats, small portions, and inconsistent food quality, as well as service concerns such as perceived discrimination and inattentiveness. The biggest improvement was the surge in positive feedback for Cooks, while the most significant worsening trend was the increase in negative mentions for the same role.

Key improvement areas

- Address consistency in food preparation, especially for steaks and lamb chops
- Improve portion sizes and side dish quality
- Enhance allergy management and staff training on dietary needs
- Ensure all customers receive equally attentive and respectful service

To sustain positive momentum, continue recognizing and supporting high-performing kitchen and service staff. Implement targeted training to address food quality and allergy management issues, and monitor customer feedback closely to ensure service standards remain consistently high across all job roles.


Monthly Positive Comments Trend

Customer highlights in the last 30 days

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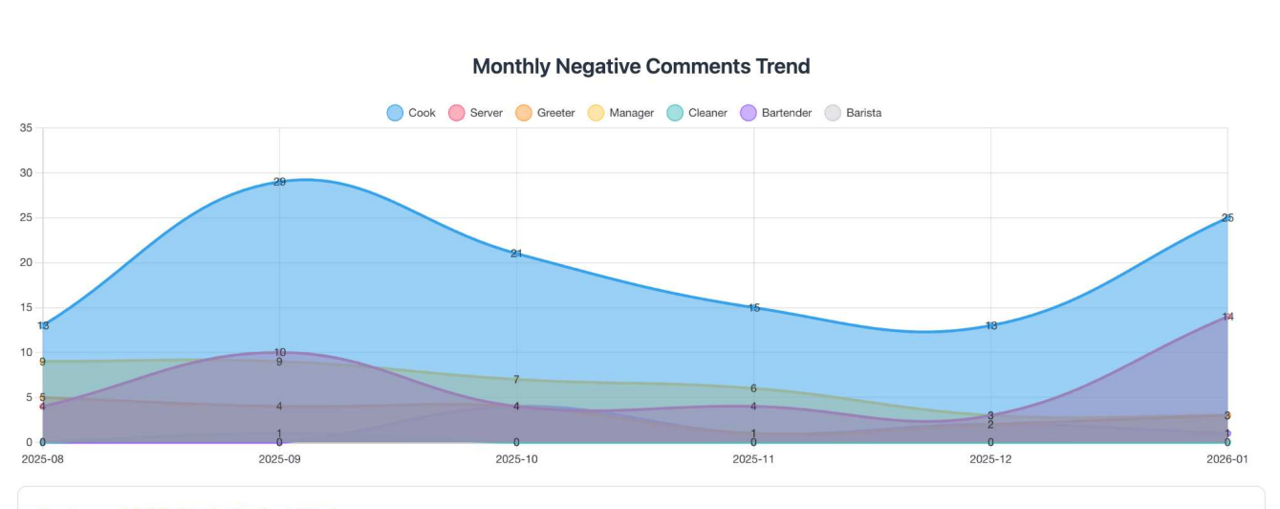
Monthly Negative Comments Trend

Customer highlights in the last 30 days

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3. CATEGORY ANALYSIS

3.4 PRODUCTS

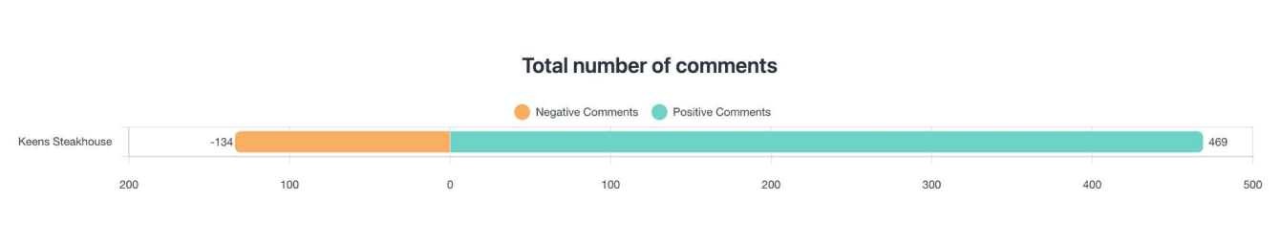
The **Main Dishes** subcategory stands out with the highest number of positive mentions, indicating strong customer satisfaction. **Desserts** and **Side Dishes** also receive notable praise, suggesting these items consistently meet expectations. In contrast, **Main Dishes** and **Side Dishes** also attract the most negative mentions, highlighting areas where customer experiences are less favorable.

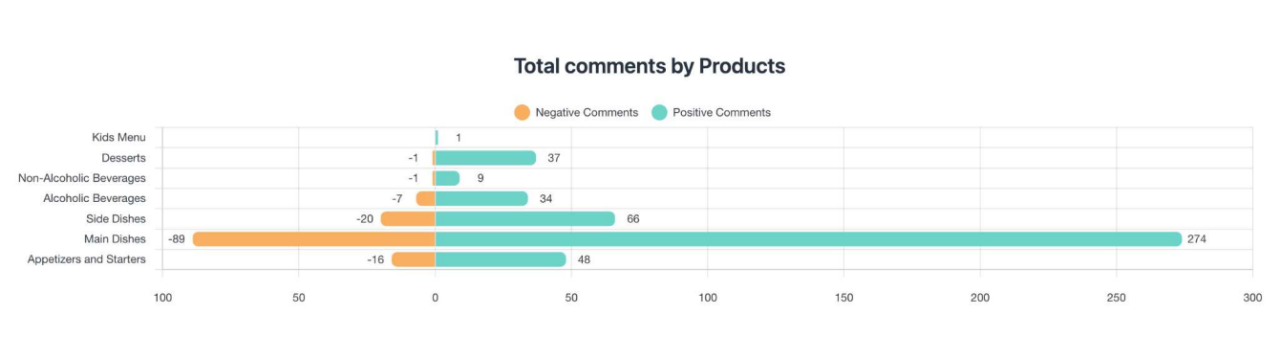
While **Appetizers and Starters** and **Alcoholic Beverages** receive moderate positive feedback, they also show a noticeable cluster of negative mentions. The **Kids Menu** has very limited feedback, making it difficult to assess performance in this area.

Key improvement areas

- Reduce negative experiences with **Main Dishes** and **Side Dishes**
- Address concerns in **Appetizers and Starters** and **Alcoholic Beverages**
- Monitor feedback for the **Kids Menu** to identify potential issues

Next steps include conducting targeted training for kitchen staff on consistency and quality for main and side dishes, reviewing preparation and presentation processes for appetizers and alcoholic beverages, and actively soliciting more feedback on the kids menu to ensure any concerns are promptly addressed.


Total number of comments


Total comments by Products

3.4.2 PRODUCTS - TRENDS

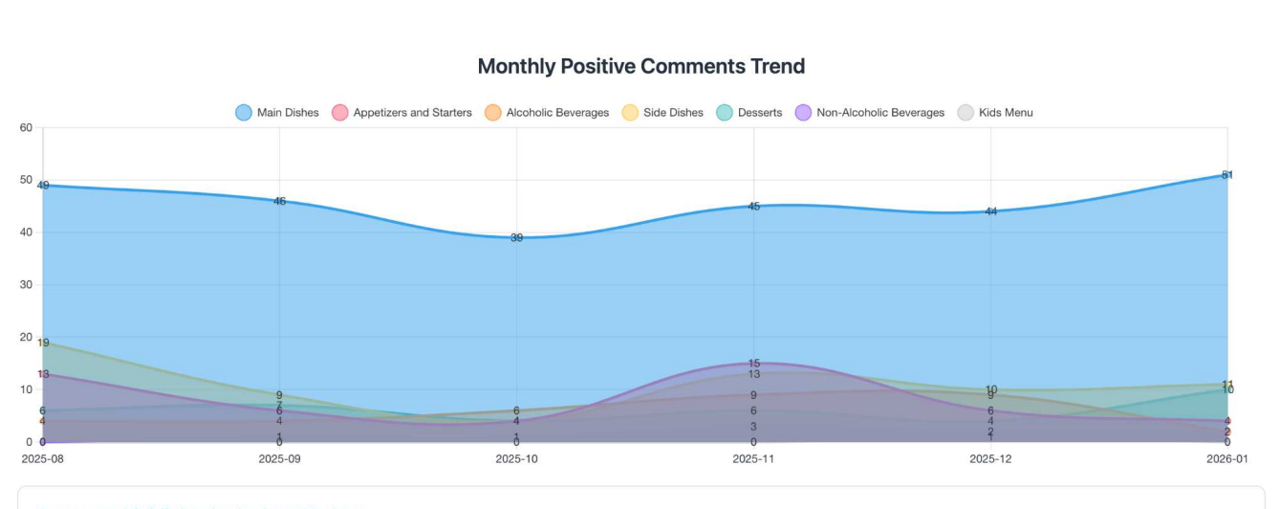
The most recent month saw a **notable increase in positive sentiment for Main Dishes**, rising from 44 to 51 mentions. Customers highlighted **excellent steaks, tender mutton chops, and generous portions** as standout features. Positive feedback also extended to side dishes and desserts, with comments praising the quality and variety, such as "fantastic sides" and "heavenly cheesecake."

However, there was a **significant rise in negative sentiment for Main Dishes**, jumping from 7 to 17 mentions. Recent complaints focused on **overcooked or dry meats, small portion sizes, and issues with flavor**. Side Dishes also saw an uptick in negative mentions, particularly regarding portion size and quality.

Key improvement areas

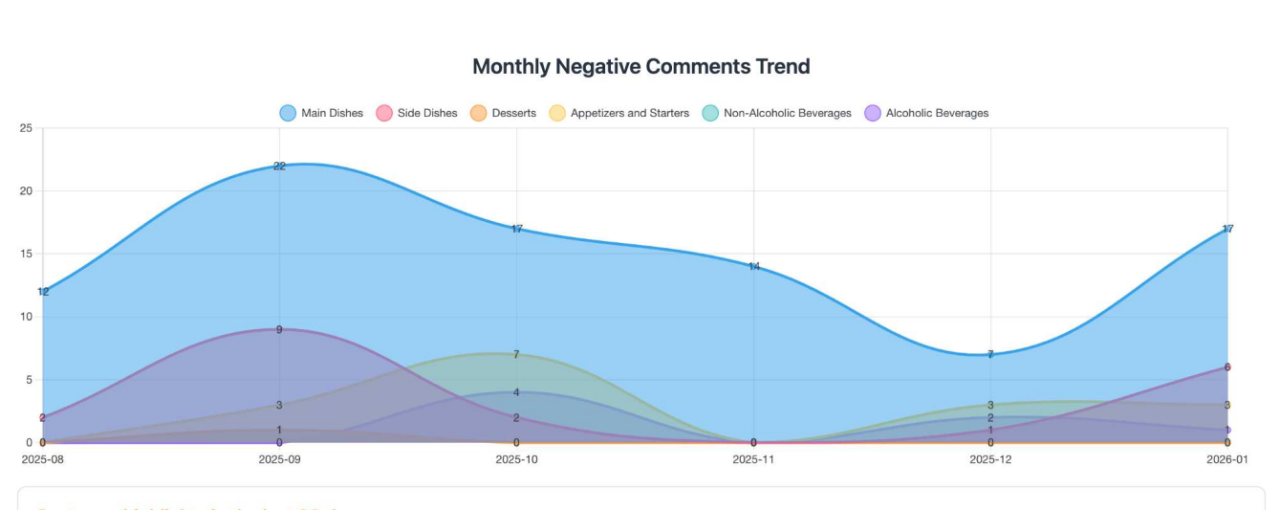
- Address consistency in cooking main dishes, especially steaks and lamb, to reduce overcooking and dryness.
- Review portion sizes for both main and side dishes to better meet customer expectations.
- Enhance flavor profiles and seasoning, particularly for lamb and chicken dishes.
- Monitor and improve the speed of service to minimize long wait times.

To sustain positive trends, continue focusing on the quality and preparation of main dishes and sides. Implement targeted training for kitchen staff to ensure consistency in cooking and portioning. Gather direct feedback from guests about recent menu changes to quickly address any emerging concerns.


Monthly Positive Comments Trend

Customer highlights in the last 30 days

Good And Tender, Amazing Mutton Chop, Excellent Steaks, Steak Was Delicious, Mega T-Bone Steaks, Excellent Food, Pleasant Mutton Chop, Great Steak Texture, Enjoyed Steak Mutton, Perfectly Cooked Steaks, T-Bone Steak, Prime Rib, Mutton Chop, Steak Medium-Well, Food Was Delicious, Tender Filet Mignon, Best Mutton Chops, Steak Is Good, Melt In Mouth Steaks, Mutton Chop Nice, Well Done Steak, Highly Recommended Steaks, Great Steaks, Delicious Mutton, Prime Rib King Cut, 60 Ounce Porterhouse, Prime Rib Sandwich, Mutton And Mushrooms, Mutton Chops, Steak Texture Good, Fillet Cooked Perfectly, Divine Mutton Chop, Steaks Cooked Perfectly, Generous Portions, Food Brill, Tasty Juicy Steak, Prime Rib Hash, Prime Rib Portion, Best Cut Goat, Great Meats, Very Tender Prime Rib, Tender Mutton, Iconic Mutton Chops, Loved Mutton Chop, Best Steak Ever, Giant Steak Portion, Filet Steak, Best Cut Beef, Recommend The Carrots, Good Sides, Grilled Vegetables, Highly Recommended Bacon, Fantastic Sides, Salad Surprisingly Good, Sides Are Excellent, Tasty Side Dishes, Basket Of Rolls, Pickles And Olives, Green Beans, Oysters Rockefeller, Shrimp Cocktail, Cocktail Shrimp, Lamb Lollipops, Perfect Espresso Martini, Extensive Whisky Selection, Butterscotch Sundae, Heavenly Cheesecake, Key Lime Cake, Carrot Cake, Desserts Were Delicious, Lovely Creme Brulee, Good Lime Pie, Good Cheesecake, Keens Coffee Cantata, Chocolate Mousse, Espresso, Delicious Drinks


Monthly Negative Comments Trend

Customer highlights in the last 30 days

Less Flavorful Lamb, Steak Was Ok, Sub Par Bacon, Not Sufficiently Salted, Overcooked Dry Chicken, Long Wait Time, Small Portion Size, Lukewarm Steak, Hockey Puck Steaks, Overcooked Steak, Lamb Chop Dry, Steak Was Fatty, Spoiled Meat, High Price, Low Quality, Porterhouse For Three, Needed Mutton Afterwards, Steak Sauces Issue, Small Side Portions, Mashed Hash Browns, Average Spinach Mushrooms, Ordinary Sides, Needed Some Veggies, Lobster Bisque Soup, Mediocre And Tiny, Small Oysters, Sloppy Old Fashion

3.4.3 PRODUCTS - HEATMAP

The sentiment heatmap for **products** reveals several areas of strength, particularly in **Taste** and **Variety**, which consistently receive positive sentiment across most product categories. **Presentation** and **Price** also stand out as positives for specific categories such as Desserts, Appetizers and Starters, and Side Dishes. Notably, the Kids Menu shows a positive sentiment for **Customization**.

However, there are clear clusters of weaker sentiment, especially for **Freshness**, **Temperature**, and **Customization** in several categories. The most critical outlier is **Price for Main Dishes**, which is flagged for **Urgent attention**. **Needs improvement** is also frequently mentioned for **Availability** and **Presentation** in Alcoholic Beverages and Main Dishes, and for **Portion Size** in Appetizers and Starters.

Key improvement areas

- **Price for Main Dishes** requires urgent attention.
- **Freshness** and **Temperature** are consistent weak spots across multiple categories.
- **Customization** and **Availability** need improvement in several product lines.
- **Presentation** for Alcoholic Beverages and Main Dishes is a recurring concern.

Next steps should include a focused review of **pricing strategy for Main Dishes**, targeted improvements in **freshness and temperature control** across all products, and enhanced options for **customization** and **presentation** where sentiment is weakest. Regular monitoring and customer feedback collection are recommended to track progress in these areas.

Category details heatmap

	Availability	Customization	Freshness	Portion Size	Presentation	Price	Taste	Temperature	Variety
Alcoholic Beverages	•	🟡	•	•	🟡	🟢	🟢	•	🟢
Appetizers and Starters	🟢	•	🟢	🟡	🟢	•	🟢	🟡	🟢
Desserts	•	•	•	🟢	🟢	•	🟢	•	🟢
Kids Menu	•	🟢	•	•	•	•	•	•	•
Main Dishes	🟡	🟢	🟡	🟢	🟡	🔴	🟢	🟡	🟢
Non-Alcoholic Beverages	🟢	🟡	•	•	•	•	🟢	•	🟢
Side Dishes	•	•	🟡	🟢	🟢	🟢	🟢	🟡	🟡

3. CATEGORY ANALYSIS

3.5 EMPLOYEES

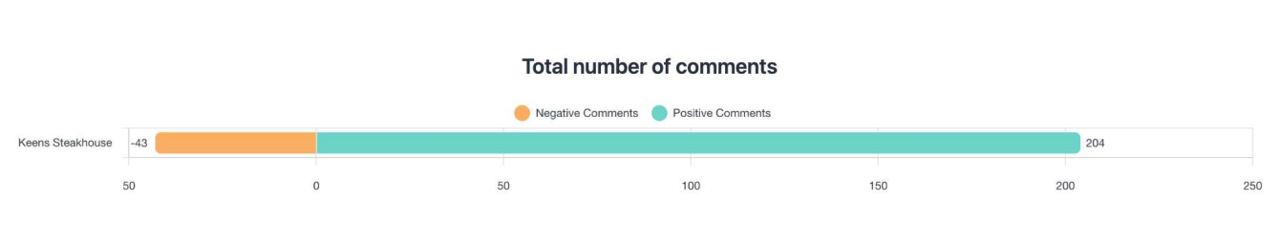
The **employees** category shows a strong concentration of positive sentiment, especially for **STAFF**, which received 189 positive mentions. Individual employees such as **IRINA**, **GARY**, and **GARY D** also stand out with multiple positive mentions and no negatives reported. This suggests that both the overall team and specific individuals are recognized for their positive contributions.

However, the **STAFF** subcategory also received the highest number of negative mentions (43), indicating that while the general perception is favorable, there are notable areas of dissatisfaction clustered around the broader staff experience. No negative feedback was reported for the individual employees listed, highlighting that concerns are not focused on specific people but rather on collective staff interactions or processes.

Key improvement areas

- Address recurring issues within the **STAFF** subcategory to reduce negative sentiment.
- Identify common themes in negative feedback to target process or behavioral improvements.
- Maintain and reinforce the positive behaviors demonstrated by highly mentioned individuals.

Next steps should include conducting targeted training sessions for staff to address the most frequent negative feedback themes, implementing process reviews to uncover and resolve underlying issues, and sharing best practices from positively mentioned employees to elevate overall team performance.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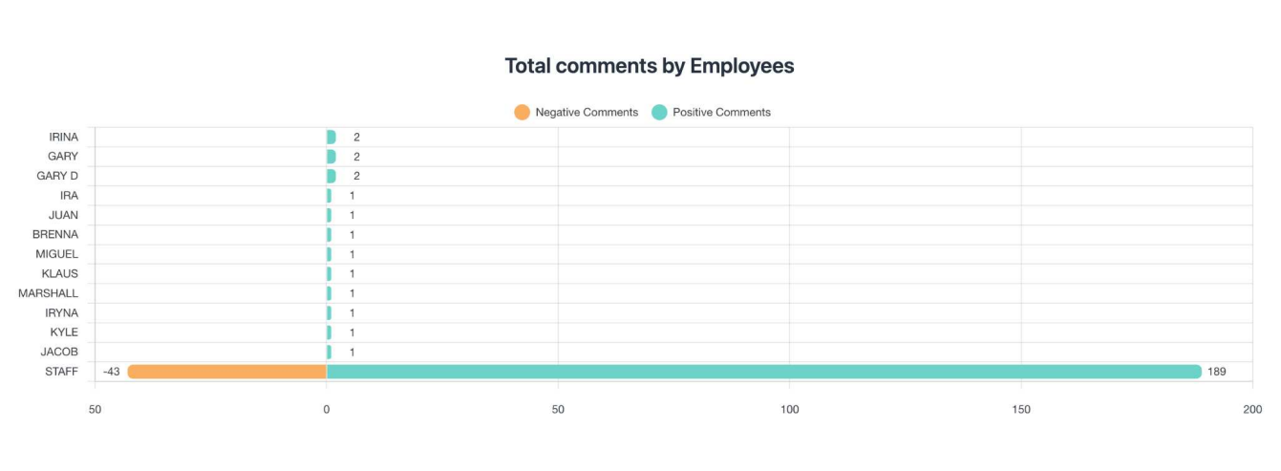

Total comments by Employees

3.5.2 EMPLOYEES - TRENDS

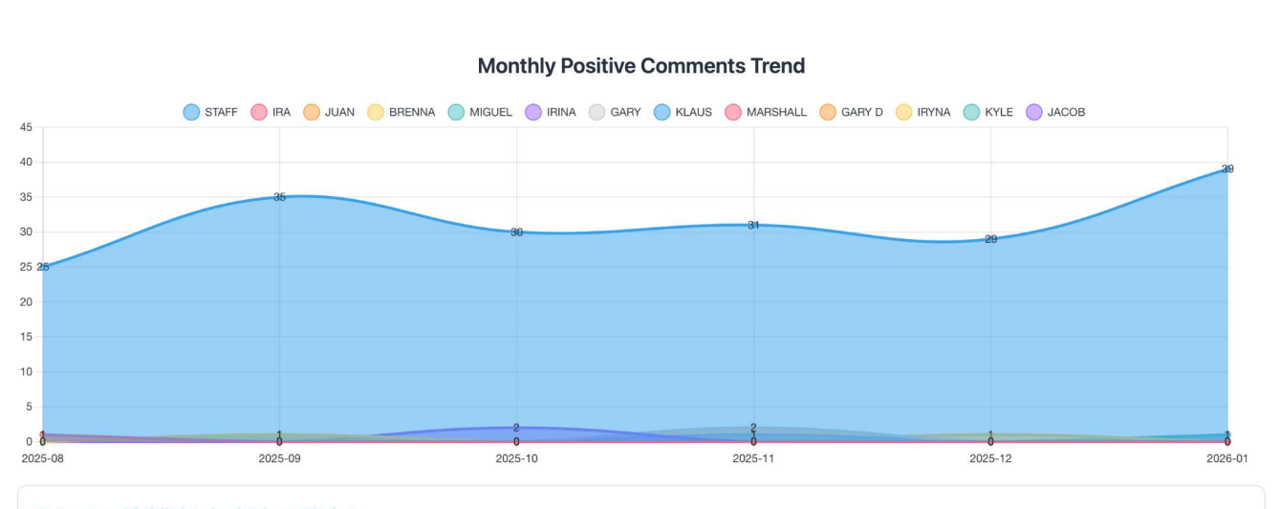
In January 2026, employee-related sentiment showed a **notable increase in positive mentions for STAFF**, rising from 29 to 39 compared to the previous month. Customers highlighted experiences such as **prompt good service, attentive staff, and excellent food preparation**. These improvements suggest that recent efforts to enhance service quality and staff attentiveness have been well received.

However, there was also a **significant rise in negative mentions for STAFF**, increasing from 6 to 15. Key concerns included **allergy-related oversights, early plate clearing, and perceived discrimination**. The biggest improvement was in the volume of positive feedback for STAFF, while the most concerning trend was the sharp increase in negative feedback, particularly around allergy management and guest interactions.

Key improvement areas

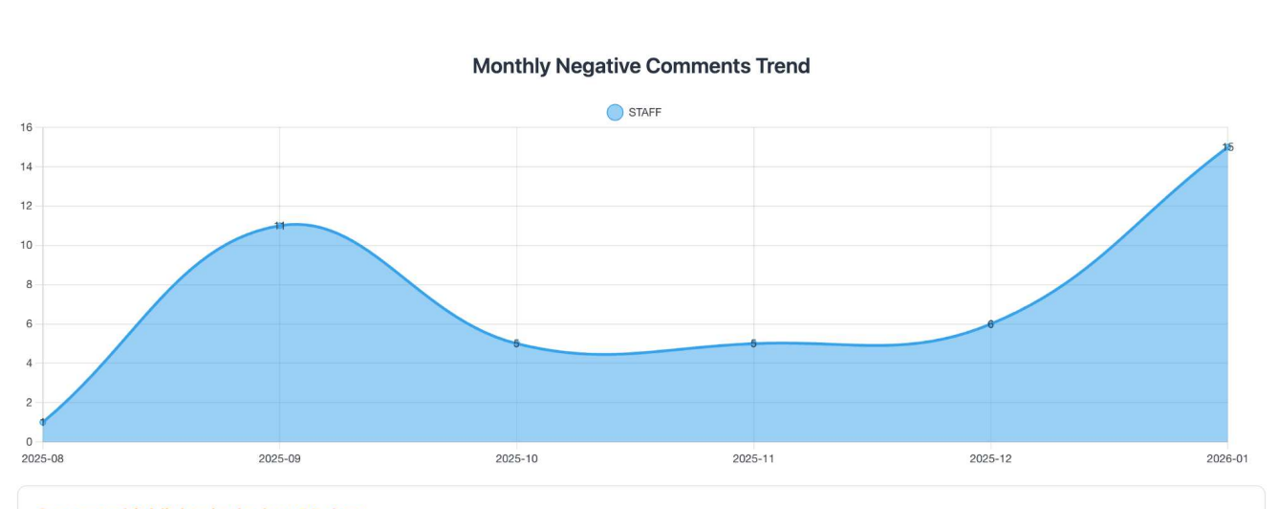
- Strengthen allergy communication and staff training to prevent oversight
- Address guest interaction concerns, including sensitivity and professionalism
- Review procedures for plate clearing and meal follow-up

To sustain positive momentum, continue recognizing and reinforcing excellent service behaviors. Implement targeted training on allergy protocols and guest interaction standards. Regularly monitor feedback to quickly address emerging issues and maintain high service standards.


Monthly Positive Comments Trend

Customer highlights in the last 30 days

Prompt Good Service, Served Rolls Plate, Provided Great Service, Assisted With Order, Provided Super Service, Fresh Vegetables Served, Waitstaff Noticed Issue, Provided Superior Service, Accommodated Late Arrival, Give Good Experience, Tables Cleared Quickly, Attentive Service, Served Appetizers, Provided Excellent Service, Provided Amazing Service, Warming Service, Treated Like Kings, Moderately Friendly Service, Prompt Approachable Service, Service Was Great, Excellent Service Provided, Made Experience Special, Really Nice Staff, Kind Service, Displayed Friendliness, Squeezed Us In, Steak Replaced, Cooking Perfection, Maintaining Temperature, Prepared Delicious Food, Top Chef, Provided Professional Service, Cooked Steaks Perfectly, Sincere Apology


Monthly Negative Comments Trend

Customer highlights in the last 30 days

Did Not Offer Coat Check, Stared During Tip, Cleared Plates Early, Ignored Allergy Warning, Showed Racial Discrimination, Failed Allergy Oversight, Recommended Doneness Wrong, Sloppy Served Old Fashion, Served Allergen Dish, Prepared Allergen Dish, Served Spoiled Meat, Gave Delay Excuse, Did Not Ask About Meal, Failed Allergy Communication

3.5.3 EMPLOYEES - HEATMAP

The sentiment heatmap for employees reveals several **positive clusters**, particularly in the **Attentiveness** and **Friendliness** categories. Employees such as **GARY D**, **IRINA**, and **STAFF** stand out for receiving "Good" sentiment in multiple areas. The "STAFF" row, representing the overall team, shows strong performance in **Attentiveness**, **Friendliness**, and **Problem Solving**.

However, there are **consistent weak spots** in **Communication** and **Knowledge and Expertise**, especially for "STAFF," which are both marked as **Needs improvement**. Most individual employees have "No sentiment" recorded for these two behaviours, indicating either a lack of feedback or potential areas for development. Employees with the lowest sentiment values are those with "No sentiment" across most categories, such as **IRYNA** and **JACOB**, particularly in **Attentiveness** and **Communication**.

Key improvement areas

- Enhance **Communication** skills across all employees, with priority on team-wide improvement.
- Increase training and feedback for **Knowledge and Expertise** to address gaps.
- Encourage more comprehensive feedback collection to reduce "No sentiment" areas.

Next steps should include targeted training sessions for **Communication** and **Knowledge and Expertise**, implementing regular feedback mechanisms to capture sentiment in currently unassessed areas, and recognizing employees who consistently perform well to reinforce positive behaviours.

Category details heatmap

	Attentiveness	Communication	Friendliness	Knowledge and Expertise	Problem Solving
BRENNA	🟢	•	•	•	•
GARY	🟢	•	🟢	•	•
GARY D	🟢	•	•	🟢	•
IRA	🟢	•	•	•	•
IRINA	🟢	•	🟢	•	•
IRYNA	•	•	🟢	•	•
JACOB	•	•	🟢	•	•
JUAN	•	•	🟢	•	•
KLAUS	•	•	🟢	•	•
KYLE	•	•	🟢	•	•
MARSHALL	•	•	🟢	•	•
MIGUEL	•	•	🟢	•	•
STAFF	🟢	🟡	🟢	🟡	🟢

3. CATEGORY ANALYSIS

3.6 BEHAVIOURS

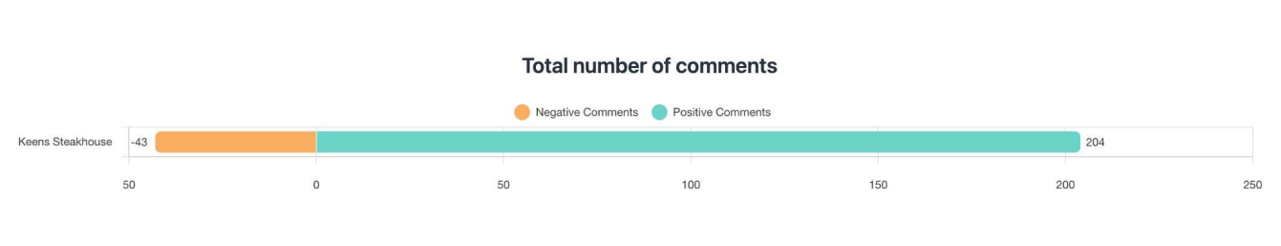
The strongest subcategories within behaviours are **Attentiveness** and **Friendliness**, both receiving high positive mention counts and minimal negative feedback. Customers consistently appreciate staff who are attentive and friendly, suggesting these behaviours are well embedded in current practices. However, **Knowledge and Expertise** stands out as the weakest area, with a relatively high number of negative mentions compared to positives. **Communication** and **Problem Solving** also show some negative sentiment, though their overall mention counts are lower.

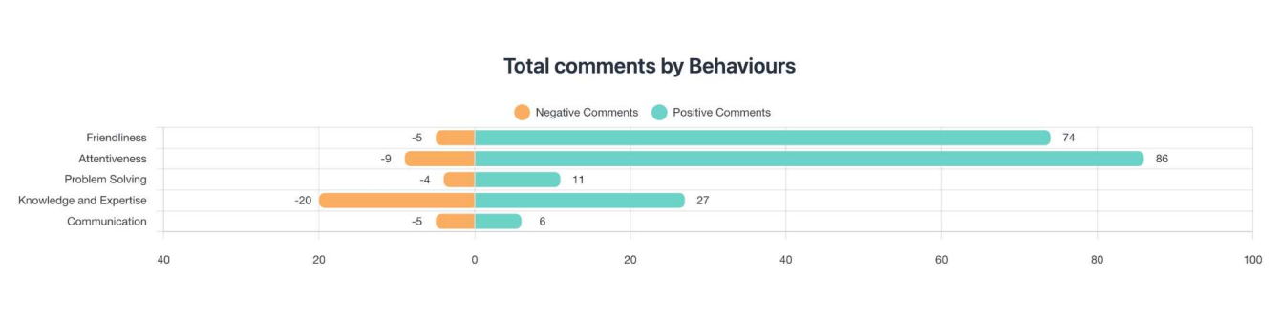
Positive feedback is concentrated around staff interactions that make customers feel valued and supported, while negative feedback clusters around areas where employees may lack sufficient expertise or struggle to communicate effectively. The disparity in sentiment for **Knowledge and Expertise** suggests a need for targeted improvement.

Key improvement areas

- Enhance staff training in **Knowledge and Expertise** to address gaps in product or service understanding.
- Provide communication workshops to improve clarity and responsiveness in customer interactions.
- Develop structured problem-solving protocols to support staff in resolving customer issues more effectively.

Next steps should include implementing regular training sessions focused on product knowledge, launching communication skill-building initiatives, and reviewing current problem-solving processes to identify and address bottlenecks. These actions will help strengthen weaker behavioural areas and further improve overall customer sentiment.


Total number of comments


Total comments by Behaviours

3.6.2 BEHAVIOURS - TRENDS

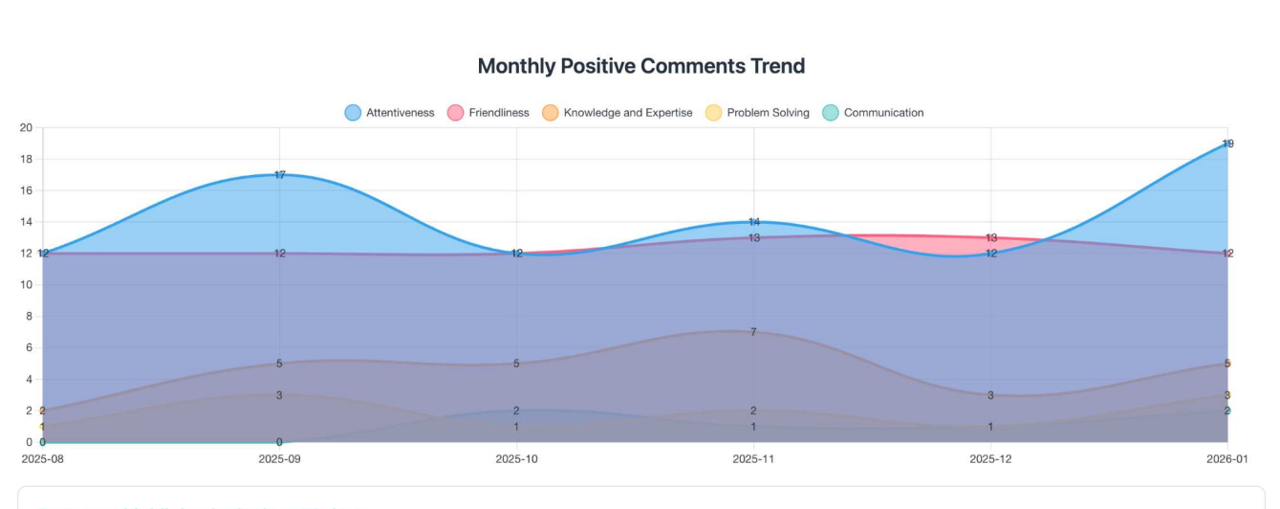
In the most recent period, **Attentiveness** stands out as the biggest improving trend among employee behaviours, with positive sentiment mentions rising from 12 to 19. Highlights such as "Attentive Service," "Provided Excellent Service," and "Waitstaff Noticed Issue" reinforce this upward trend, indicating that customers are increasingly recognizing staff for their prompt and considerate service. Other positive mentions include "Friendliness" and "Knowledge and Expertise," though their sentiment levels remained relatively stable.

However, there is a notable increase in negative sentiment for **Attentiveness**, which jumped from 0 to 4 mentions, making it the biggest worsening trend. Negative feedback points to issues such as "Ignored Allergy Warning," "Did Not Ask About Meal," and "Cleared Plates Early," suggesting inconsistencies in attentiveness that may impact customer satisfaction. Additionally, negative mentions for "Knowledge and Expertise" and "Communication" have also increased, with concerns about "Failed Allergy Oversight" and "Failed Allergy Communication."

Key improvement areas

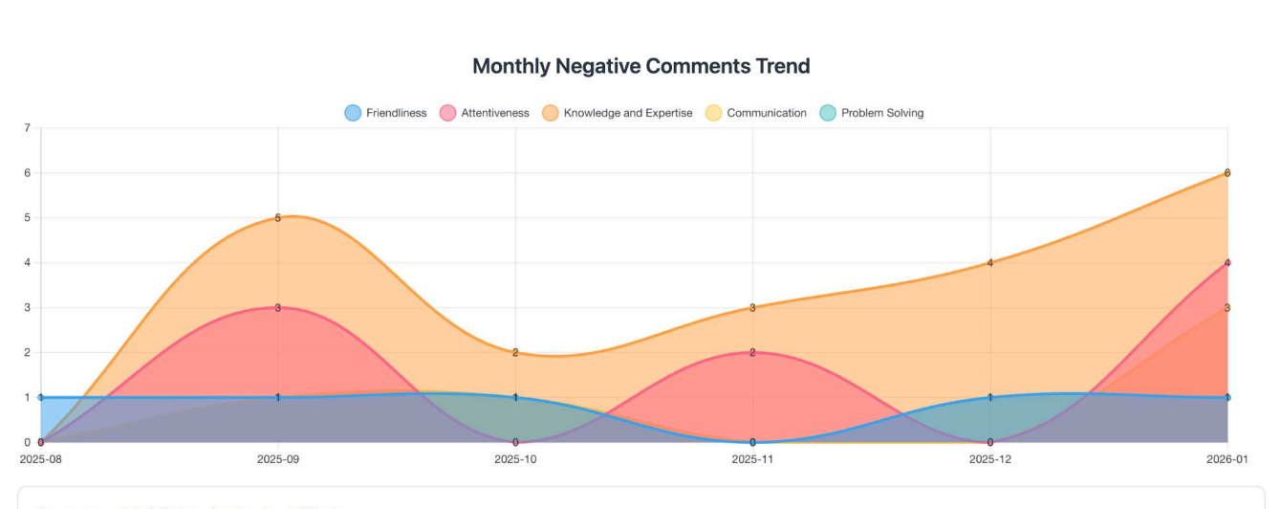
- Address inconsistencies in attentiveness, especially regarding allergy awareness and proactive engagement.
- Enhance staff training on communication and expertise to reduce errors and misunderstandings.
- Monitor and reinforce positive behaviours that drive excellent service experiences.

To sustain improvements, continue recognizing and rewarding attentive service, while implementing targeted training to address gaps in allergy handling and communication. Regular feedback sessions and scenario-based learning can help staff maintain high standards and reduce negative incidents.


Monthly Positive Comments Trend

Customer highlights in the last 30 days

Prompt Good Service, Served Rolls Plate, Provided Great Service, Assisted With Order, Provided Super Service, Fresh Vegetables Served, Waitstaff Noticed Issue, Provided Superior Service, Accommodated Late Arrival, Give Good Experience, Tables Cleared Quickly, Attentive Service, Served Appetizers, Provided Excellent Service, Provided Amazing Service, Warming Service, Treated Like Kings, Moderately Friendly Service, Prompt Approachable Service, Service Was Great, Excellent Service Provided, Made Experience Special, Really Nice Staff, Kind Service, Displayed Friendliness, Squeezed Us In, Steak Replaced, Cooking Perfection, Maintaining Temperature, Prepared Delicious Food, Top Chef, Provided Professional Service, Cooked Steaks Perfectly, Sincere Apology


Monthly Negative Comments Trend

Customer highlights in the last 30 days

Did Not Offer Coat Check, Stared During Tip, Cleared Plates Early, Ignored Allergy Warning, Showed Racial Discrimination, Failed Allergy Oversight, Recommended Doneness Wrong, Sloppy Served Old Fashion, Served Allergen Dish, Prepared Allergen Dish, Served Spoiled Meat, Gave Delay Excuse, Did Not Ask About Meal, Failed Allergy Communication

3.6.3 BEHAVIOURS - HEATMAP

The sentiment heatmap for employee behaviours reveals several notable patterns. **Attentiveness** and **Friendliness** consistently receive positive sentiment across most employees, with BRENNA, GARY, GARY D, IRA, IRINA, and STAFF all marked as "Good" for attentiveness, and a wide cluster of employees recognized for friendliness. GARY D stands out for also achieving "Good" in **Knowledge and Expertise**, making him one of the highest-rated individuals overall.

However, there are clear weak spots in the heatmap. **Communication** and **Knowledge and Expertise** are consistently flagged as **Needs improvement** for STAFF, and most individual employees have no sentiment recorded for these behaviours, indicating either a lack of feedback or potential underperformance. No employee received positive sentiment for **Problem Solving**, which may be an area of concern. STAFF is the only entity with sentiment across all behaviours, but also the only one with explicit negative marks.

Key improvement areas

- Address **Communication** gaps, especially for STAFF.
- Enhance **Knowledge and Expertise** across the team.
- Increase feedback and focus on **Problem Solving** skills.
- Encourage more comprehensive sentiment reporting for all behaviours.

Next steps should include targeted training for STAFF in communication and expertise, implementing regular feedback mechanisms for all behaviour categories, and recognizing top performers such as GARY D to reinforce positive behaviours. Additionally, managers should encourage more detailed feedback to fill gaps in sentiment data and better identify improvement opportunities.

Category details heatmap

	Attentiveness	Communication	Friendliness	Knowledge and Expertise	Problem Solving
BRENNA	🟢	•	•	•	•
GARY	🟢	•	🟢	•	•
GARY D	🟢	•	•	🟢	•
IRA	🟢	•	•	•	•
IRINA	🟢	•	🟢	•	•
IRYNA	•	•	🟢	•	•
JACOB	•	•	🟢	•	•
JUAN	•	•	🟢	•	•
KLAUS	•	•	🟢	•	•
KYLE	•	•	🟢	•	•
MARSHALL	•	•	🟢	•	•
MIGUEL	•	•	🟢	•	•
STAFF	🟢	🟡	🟢	🟡	🟢