Restaurant CRM Course for Group Leaders: Guest Data, Loyalty, Diner Segments, Complaint Recovery

16 – 20 November 2026
Rome

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Programme Summary

Restaurant CRM is the subject of this one-week training course for restaurant group executives, heads of marketing, guest experience and operations, ending in a restaurant CRM plan for one group of outlets. Groups collect reservations, payments and feedback in separate systems, so no one sees a guest as a single person. The programme moves from guest data capture to loyalty design, diner segments, personalised messages, complaint recovery and repeat visit measures. Mars Training Centre UK delivers this programme on restaurant CRM to mixed-organisation cohorts.

The Business Case

Restaurant groups, hotel dining brands and food court operators compete for a guest's next visit, not only the first. When data stays inside each outlet, offers miss the guest, complaints are handled twice and loyalty schemes reward the wrong behaviour. Leaders who set clear rules for guest data and follow-up can direct marketing spend and service effort with evidence.

- Repeat Visit Rate: Rises when offers and recognition reflect each guest's history.
- Complaint Cost: Falls when recovery follows a set route and a named owner.
- Marketing Waste: Declines when messages go to defined diner segments only.

Principles and Evidence Base

- Guest Profile: A single record built from reservation, payment and feedback data, applied in Sessions 1 and 2 to data capture and consent rules.
- Guest Segmentation: Groups guests by behaviour and value, such as visit frequency and spend, applied in Session 3 to diner segments.
- Loyalty Programme Design: Links rewards to the retention the group wants, applied in Session 2 to scheme rules and costs.
- Net Promoter Score: Measures how likely guests are to recommend, applied in Sessions 4 and 5 to recovery and outlet reading.

Intended Participants

- Restaurant group executives who set guest strategy across several outlets.
- Marketing heads who run loyalty schemes, offers and guest communication.
- Guest experience leaders who own feedback, complaints and service standards.
- Operations directors who carry out guest rules in the dining room.

Typical settings include restaurant groups, hotel dining, quick service chains and food courts.

Learning Outcomes

1. Participants will be able to evaluate a group's guest data sources and the gaps between them.
2. Participants will be able to construct a guest profile specification with data rules and permissions.
3. Participants will be able to design a loyalty scheme matched to the group's retention aims.
4. Participants will be able to prioritise diner segments and the messages each should receive.
5. Participants will be able to diagnose repeat visit patterns and weak complaint recovery across outlets.
6. Participants will be able to justify a restaurant CRM plan to a board or ownership group.

Programme Structure

Day 1: Restaurant CRM Foundations and Guest Data Capture

Which guest facts does the group hold, and where are they kept?

- Guest Data Source Inventory
- Single Guest Profile Specification
- Reservation and Payment Data Mapping
- Consent and Permission Rules
- Data Quality Check Sheet

Day 2: Reservations, Recognition and Loyalty Design

How does the group recognise a returning guest and reward the right behaviour?

- Reservation Notes Standard
- Guest Recognition Playbook
- Loyalty Scheme Rule Set
- Reward Cost and Value Model
- Scheme Launch Checklist

Day 3: Diner Segments and Personalised Messages

Which diners deserve which message, and when?

- Visit Frequency and Spend Grid
- Diner Segment Profiles
- Occasion-Based Message Calendar
- Channel and Frequency Rules
- Message Test Plan

Day 4: Feedback and Complaint Recovery

How is a complaint turned into a retained guest?

- Feedback Capture Points Map
- Complaint Recovery Route
- Net Promoter Score Question Design
- Service Recovery Authority Table
- Repeat Complaint Review Log

Day 5: Restaurant CRM Plan for One Group of Outlets

Do the earlier tools join into a plan that an ownership group can approve?

- Applying the Session 1 Guest Profile Specification
- Testing the Session 2 Loyalty Scheme Rule Set
- Checking the Session 3 Diner Segment Profiles
- Reading Repeat Visits by Outlet
- Completing the Restaurant CRM Plan

Methodology

The programme uses case analysis built on prepared material for two groups, one a multi-brand restaurant company and one a hotel dining operation with a loyalty scheme. Participants review guest data, test scheme rules against sample guests, and defend their plan to peers acting as an ownership group.

- Suggested activity: Tracing one regular guest across three outlets and listing what each outlet knows.
- Suggested activity: Costing a reward scheme for a month and removing the rule that rewards the wrong visits.
- Suggested activity: Rewriting a complaint reply and deciding who may approve a recovery gesture.

Capstone Output

Each participant completes a restaurant CRM plan for one group of outlets. It holds a guest data inventory, a profile specification, a loyalty scheme, diner segments with messages, a complaint recovery route and a repeat visit scorecard. At work it briefs owners and guides the first quarter of rollout.

Frequently Asked Questions

Is a restaurant CRM programme suitable for leaders who have not run a loyalty scheme before?

Yes. Restaurant CRM is taught through prepared cases and templates. The programme assumes responsibility for guests, marketing or outlet operations, but no earlier experience of managing guest data or loyalty schemes.

Which models does restaurant CRM rest on in this programme?

Restaurant CRM rests on the single guest profile, guest segmentation by visit frequency and spend, loyalty programme design, and the Net Promoter Score for reading recommendation and recovery.

How is the plan from restaurant CRM used at work?

You use the restaurant CRM plan to brief owners, agree guest data rules, launch a loyalty scheme in one outlet group, and track repeat visits against a scorecard.

How does restaurant CRM differ from a programme on restaurant marketing?

Restaurant CRM concentrates on guest records, loyalty, segments and recovery across outlets, while a restaurant marketing programme concentrates on brand, advertising, menus and new customer attraction.