

Elevating Service

Roll Out Guide



Moving the guest experience from good to great!



August 2017



Over the last several years, Huddle House has been some making really big improvements. The look & feel of our restaurants has improved with remodels and new uniforms. The quality and consistency of our food has improved with the use of our recipe binders. A good looking restaurant and quality food will get customers to come back a second time. But it's not enough to generate consistent sales increases. Amazing service is the element that will turn one time customers into regular guests.

What is happening?

It is time to take our service to the next level. In order to do this, we have to change the way we talk about service. We are changing from the HUDDLE steps of service to our new 4 service points:

1. Give a Warm Welcome
2. Personalize the Experience
3. Be Attentive
4. Be Appreciative

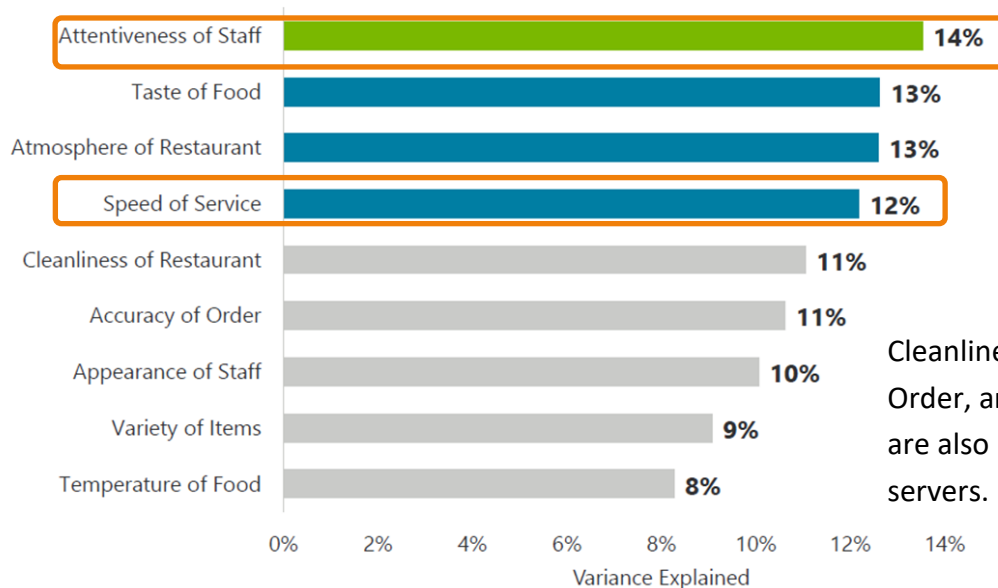
Why is this important?

Let's take a look at what our guests are saying through Voice of the Customer (SMG). Our current OSAT (Overall Satisfaction) score is 74.2%. "Best in Class" for restaurants in our segment is 82%. To get to that "Best in Class" status, we need more people to feel "Highly Satisfied" with the experience they have at Huddle House. We can increase our OSAT score by improving our service.

Key Drivers of the OSAT score

OSAT is made up of several components (as shown in the following graph).

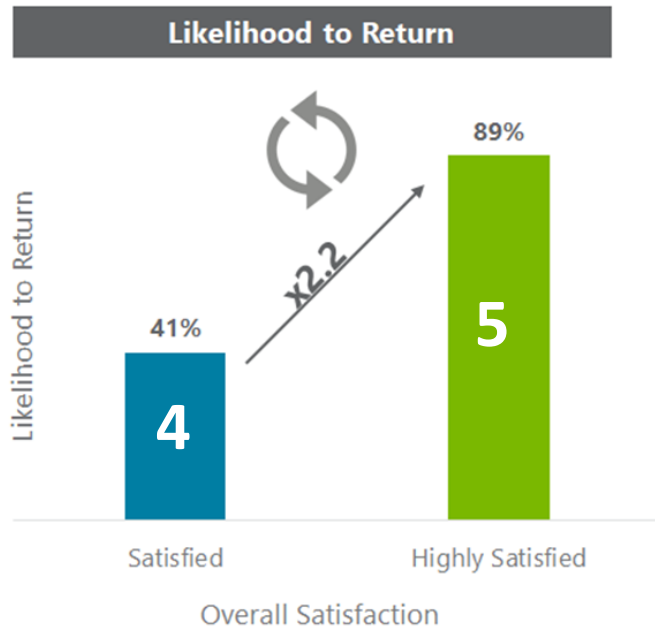
- * Attentiveness of Staff is the #1 factor driving how satisfied a guest is with their experience
- * Speed of Service is one of the top 4 drivers of guest satisfaction
- * 2 of the top 4 drivers of satisfaction are directly related to service



Cleanliness of Restaurant, Accuracy of Order, and Appearance of Staff scores are also heavily influenced by our servers.

Did you know when we increase OSAT ratings from “Satisfied” (4) to “Highly Satisfied” (5) we will increase the number of transactions?

Repeat Guests



New Guests



When we move from 4 to 5 our guests are **over 2 times more likely to return** for additional visits.

When we move from 4 to 5 our guests are almost **3 times more likely to recommend** Huddle House to others, generating more transactions.

When we increase the likelihood to return and recommend, we will increase the amount of people who choose to eat at Huddle House—and more often. These additional visits will lead to more transactions and more sales, which makes it easier to make a profit.

More Repeat Guests + More New Guests = More \$ales

(return)

(recommend)

When do we start?

Week Of:	
Convention	Introduced New Service Points
August 13	Training materials arrive at restaurants; Regional training meetings begin
August 20	Restaurant Training
August 27	Go Live
August 27—September 16	Constant coaching until all servers executing new service 100% of the time
September 17	All stores fully executing the new service

How are we going to do it?

The HUDDLE steps of service were good, and people were “Satisfied” with the experience. But the steps had some missing elements that are needed to get us to great and achieve the “Highly Satisfied” experience. For example, you can say “hey” without being friendly. There was no mention of bringing drinks or keeping them full. We need to do more.

We have to change the way we approach service. But it takes more than just changing the steps of service.

What it Takes

We have to build a connection with our guests. When guests leave our restaurant thinking about how friendly & attentive our servers are, they will be excited to come back. And they’ll be back next week -not next month.

- We have to be **better than our competitors**.
 - Just serving food & drinks isn’t enough. Every restaurant does that.
 - Our servers must be personable, friendly, and attentive.
- Our restaurants must be **clean & ready** for all our guests.
 - This is a minimum expectation of people who eat out.
- Every person on staff needs to be committed to making sure **every guest leaves happy**.
- **Teamwork** is a must. Even one person not helping can bring down the reputation of your restaurant.
 - Everyone gets behind once in a while and needs some help. Guests don’t care if their server is “in the weeds.” They expect full drinks and their food served hot and fast.
 - People judge your restaurant by the server who waits on them.
 - If you have one server giving poor service to 10 tables a day, those 10 tables assume your restaurant gives poor service.
- When we make a mistake, we have to **make it right**. Use the LAST steps
 - **Listen** - believe the situation they describe. They are giving you the chance to fix it.
 - **Apologize** - be sincere. It doesn’t matter who was right, just that they come back.
 - **Satisfy** - fix the problem. Make them happy.
 - **Thank**— genuinely thank them for bringing it to your attention so you could make it

4 Points for Outstanding Service

We will now have 4 service points that are easier to remember and more inclusive than the previous steps of service. Here is our new approach to service and examples of each of these 4 points. Get your team to give more examples of how we can do each of these points.

1. Give a Warm Welcome

This should be friendly & genuine. Say what comes naturally (shouldn't be scripted). Smile & make eye contact.

Examples:

- *"Hi! How are you today? Please make yourself comfortable."*
- *"Welcome to Huddle House. You can sit anywhere you'd like."*
- *"Hi _____ (name). It's good to see you!"*
- *Open the door when someone has their hands full or needs assistance.*
- *Bring a booster seat or high chair for young kids*

2. Personalize the Experience

The approach with a 1st time guest should be different than the approach for a regular guest, and different for someone who hasn't been in a while.

Examples:

- *Regular Guests: Use their name. Bring their drink automatically. Ask if they're having their usual today & confirm order. Suggest an LTO that is similar to their normal order.*
- *Occasional Guests: Thank them for coming back. Point out new menu items, LTOs, or beverages that might have changed since last time they were in.*
- *1st Time Guests: Tell them a little about Huddle House (you can get any meal at any time). Suggest familiar appetizers (Chili Cheese Fries, Cheese Sticks).*
- *Families: Bring kids activity books & crayons*
- *Lead them through the order (that comes with your choice of fries, tater tots, or sweet potato fries).*



3. Be Attentive

Pay attention to timing (see timing expectations) & react to cues from the guests. This requires walking through the dining room on a regular basis.

Examples:

- *Bring drinks & keep them full*
- *Remove empty glasses & plates stacked on the table*
- *Quality food—Hot food hot. Cold food cold. Accurate orders.*
- *Watch for body language*
 - *Looking around—they need something. Go ask if you can help.*
 - *Tapping/looking at watch—getting impatient. Check to see if they’ve been greeted if there is no drink. Check to see if their food/drink is almost ready.*
 - *Not eating their food—something is incorrect or not up to standard. Go check on them.*
 - *Arms crossed—something is wrong. Go check on them.*

4. Be Appreciative

Thank guests & invite them to return. Show them you value their business. No one wants to spend their hard-earned money where it isn’t appreciated.

Examples:

- *“It was so good to see you”*
- *“Thank you”*
- *“Come back soon”*
- *“See ya next week”*

Timing Expectations:

Seat guest	Immediately if no wait
1st visit to the table (suggest drinks & starters)	Within 1 minute seat
Bring drinks	Within 2 minutes of order
Bring appetizers	5-7 minutes
Bring entrees	Breakfast: 5-7 minutes Lunch/Dinner: 9-11 minutes
Check back	Within 2 bites
Offer dessert	Halfway through meal
Bring check	With dessert or if as soon as they decline dessert
Process payment & return with change or charge slip	ASAP
Bus table	Within 2 minutes



Managers—Train Your Team

Using this guide and the Huddle House Service Video, train your Team Members on our new approach to service.

Week of August 13

Prepare for the rollout:

- Attend FAD regional training meeting
- Read materials, watch video—familiarize yourself with the new points of service. You need to know it to be able to teach your team
- Schedule meeting for next week with all servers & shift leads

Week of August 20

Conduct meeting with all servers & shift leads.

- Set the expectation for the team
 - We're taking service to the next level
 - Everyone on staff is expected to participate
- Explain why it's important
 - When we're better than our competition, we'll get more people to come back more often
 - More guests = more money for everyone
- Go over what it will take (*p. 4*)
- Go over new service points (*p. 6-7*)
 - Ask the team for more examples of each point
- Watch the Service Video
 - After introducing the steps, watch the "Warm Welcome" clip on the Huddle House service video
 - Stop the video after the clip. Ask the team to give explain what they noticed. (*see "Video Discussion Points" at the end of this guide*)
 - Ask the team to provide additional examples of giving a warm welcome
 - Repeat the same process with the remaining video clips
- Review the 4 service points. Ask the team members to repeat the new points.
- Tell the team you will be starting next week and everyone is expected to follow the new steps.

Week of August 27

- Remove old Steps of Service VTA & put up new Service VTA

Steps of Service

The Huddle Steps of Service are designed to give our Customers a great experience while ensuring that you are selling as much as you can to maximize your tips! Remember, Serving is a commission based job, what you make is up to you!

H - Huddle Hey

U - Urgently Greet All Customers

D - Design the Customer's Meal

D - Deliver the Meal & Double Check

L - Leave A Lasting Impression

E - Eggs-it

Outstanding Service

- 1. Give a Warm Welcome**
This should be friendly & genuine. Say what comes naturally (shouldn't be scripted). Smile & make eye contact.
- 2. Personalize the Experience**
The approach with a 1st time guest should be different than the approach for a regular guest, and different for someone who hasn't been in a while.
- 3. Be Attentive**
Pay attention to timing (see timing expectations) & react to cues from the guests.

Seat guest	Immediately if no wait
1st visit to the table (suggest drinks & starters)	Within 1 minute
Bring drinks	Within 2 minutes of order
Bring appetizers	5-7 minutes
Bring entrees	Breakfast: 5-7 minutes Lunch/Dinner: 9-11 minutes
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Process payment & return with change or charge slip	ASAP
Bus table	Within 2 minutes

- 4. Be Appreciative**
Thank guests & invite them to return. Show them you value their business. No one wants to spend their hard-earned money where it isn't appreciated.

It's everyone's responsibility to ensure every guest leaves happy!

- Stop putting extra insert on tables—server should offer by pointing out insert in a guest's open menu. This will keep the table (and insert!) clear for our guests.



Keep in menus

Remove extras from tables



August 27 - September 16

Continue to coach and teach your staff. It will take a long time for habits to be formed.

- Discuss in every Pre-shift Huddle for at least 2 weeks
- Watch to ensure all servers are following the new steps. The whole team must participate.
 - Evaluate your servers—is there anyone who isn't giving outstanding service?
 - Recognize great moments using the "Outstanding Service Examples" sheet
- Coach as needed
- Look at VOC daily
 - Give recognition to servers who get compliments/celebrations
 - Take note of any servers/shifts with most complaints/lowest scores. Coach as needed
 - Set weekly goals for improving "Attentiveness of Server" and "Speed of Service" scores
 - Communicate these goals with your team
 - Don't expect score to rise to quickly—goals should be difficult but achievable
 - Celebrate when goal scores are reached—then set a new higher goal and communicate to the team

The new service should be in full execution by the week of Sept. 17

Video Discussion Points

As you watch the video, make sure the following points are reviewed with each clip.

Warm Welcome

https://youtu.be/d_nyTkZrxw8

- Guests were acknowledged immediately
- Not everyone said the same thing
- Someone gave guidance on where to sit
- Good energy in servers' voices

Personalize the Experience—Regular Guests

<https://youtu.be/fbBJcl6XLhs>

- Used names
- Asked if they wanted their “usual”
- Confirmed their orders
- Fast
- Friendly

Personalize the Experience—Occasional Guests

https://youtu.be/Wg_c1jha9Yw

- Server introduced himself
- Used full sentences, nice language—“I’ll be taking care of you”
- Server noticed & acknowledged they haven’t been in recently
- Glad to have you back
- Suggested items that probably weren’t available on their last visit
- Suggested options for menu items using quick descriptions (sweet/savory)
- Suggested 2 specific drinks

Personalize the Experience—1st Time Guests

<https://youtu.be/pWrWeQw84LE>

- Server introduced herself
- She didn’t recognize the guests so asked if it was their 1st time
- Used friendly language “Welcome”
- Told them a short description of Huddle House menu—you can get any meal, any time of the day
- Suggested 2 specific drinks
- Pointed to items in guests’ menus

Be Attentive

<https://youtu.be/seB4Pv-1qKo>

- Teamwork—everyone’s helping
- Smiling, friendly servers
- Team members & management are talking to guests
- Food Running
- Coffee refill to multiple table
- Manager talked to multiple tables

Be Appreciative

<https://youtu.be/TjGytf-cD7Y>

- Server was glad guests were there—“It’s always good to see you”
- Guests were thanked when they were leaving
- Guests were asked to come back and see us
- Servers had friendly tone of voice

Full Video

<https://youtu.be/T4LuPVuEm1E>

The full video is also available to use for meetings or for training new employees who start after this program is rolled out.

